

JULY 17, 1959

PART 1 OF TWO PARTS

50¢

Sales Management

THE MAGAZINE OF MARKETING



 Everybody's Getting Testimonials for Burkay

 It's Possible: A 2½-Hour Shipping Cycle

 After Minute Maid Fired Its Salesmen . . .

 When Salesmen Listen with a Third Ear . . .

| REPORT CARD | |
|---------------------|----------------|
| advertising revenue | A ⁺ |
| circulation | A ⁺ |
| newsstand sales | A ⁺ |
| advertising pages | A ⁺ |

We just
got our
report card...



...and we're head of the class again!

ON its six months' report card—at the end of the Spring term—Ladies' Home Journal got top marks.

Advertising revenue—A-plus! Revenue climbed 14.2% over the first 6 months of 1958.

Circulation—A-plus! Circulation now averages over 5,750,000.

Newsstand sales—A-plus! The Journal con-

tinues to lead all magazines for women.

Advertising pages—A-plus! The Journal has gained more than 20 advertising pages this year. The secret is Journal editing—editing that causes women to read the Journal slowly and lovingly—but act on ideas in the Journal quickly and positively. Journalpower also has advertisers feeling happier—and healthier!

*Never underestimate the power
of the No. 1 magazine for women...*

Ladies'
Home JOURNAL
A CURTIS PUBLICATION

NO. 1 IN CIRCULATION ★ NO. 1 IN NEWSSTAND SALES ★ NO. 1 IN ADVERTISING

Fran Allison is seen live daily, Monday through Friday, on WGN-TV in a program of music, song, guests and audience participation.



Chicago's *liveliest* station!

WGN-TV originates more live local television programming than all other Chicago stations combined. Live programs are audience-building programs. They interest more viewers, insure viewer loyalty, and create the quality audiences that pay off at the cash register for you as a WGN-TV advertiser.

Live programming is just one of the many reasons why our "Serving all Chicagoland" programs bring the best in TV to Chicago audiences.

Typical live telecasts on WGN-TV include:
Midnight Ticker—comparable to any network variety show. Fridays—11:45 P.M. to 1:15 A.M.
Paul Fogarty—Chicago's *only* exercise program. Daily—8:30 to 9:00 A.M.
Garfield Goose—Chicago's favorite puppet show. Daily—5:00 to 5:45 P.M.
Polka Party—Orchestra, dancing, studio audience. Saturdays—7:00 to 7:30 P.M.
Plus many special telecasts, newscasts and on-the-spot events.



WGN-TV CHANNEL 9

441 North Michigan Avenue • Chicago 11, Illinois

\$14.95 buys
Airequipt
ULTRAMATIC
SHOW-HOW
FOR YOUR
SALESMEN



AIREQUIPT ULTRAMATIC
 dramatizes your sales approach; your service features with color slides. Slides change automatically with the flick of a finger! Slides are protected in sequence in compact magazines ready for instant use. Available at camera stores everywhere.

| | |
|---|----------|
| Ultramatic Viewer | \$14.95 |
| Additional Magazines | 75¢ each |
| Carry Case for Viewer and up to 8 magazines | \$5.95 |

Airequipt Mfg. Co., Inc., Dept. SM-7
 20 Jones Street, New Rochelle, N. Y.

Please send descriptive literature on the Airequipt ULTRAMATIC SLIDE VIEWER.

Name _____

Company _____

Address _____

City _____ Zone _____ State _____

2071

Sales Management

THE MAGAZINE OF MARKETING

July 17, 1959

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Executive Offices: 630 Third Ave., New York 17, N. Y., YUKon 6-4800

HIGHLIGHTS

SALES STAFF GETS THE AX—AND LIKES IT

When all Hell broke loose at Minute Maid, and even the weather played dirty, Marketing-Sales Director Howard Dick decided salesmen had to go . . . So 350 field men wound up in food brokerages, headed by former MM sales managers.

Page 56

SM PHOTO STORY: 8:15 TO 10:45 AT JOHN PLAIN

On a rigidly scheduled trip through the shipping cycle, orders at John Plain & Co. make it in 2½ hours. Photo story illustrates the key spots that build system's efficiency.

Page 40

IT'S NOT WHAT HE SAYS THAT COUNTS

The salesman who can hear what the prospect really means, or could mean, is just that much ahead. Here's how your men can be trained for that extra perception that sews up buyers.

Page 70

GET WITH THEM—IF YOU'D SELL ABROAD

Quirks in your foreign markets, tough clients, disgruntled personnel—it doesn't mean the host country's not ready, more likely you're not; you've scrimped on investigation and orientation.

Page 31

The Chas. Pfizer Co., is one international marketer that is making the grade abroad. Now in 100 countries, it enters into local scene, works through local people.

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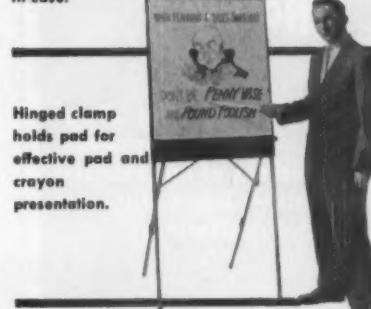
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JULY 17, 1959

TELL YOUR STORY 5 WAYS...

- Paper Pad Presentations
- Blackboard Chalktalks
- Flip Chart Presentations
- Card Chart Speeches
- Flannelboard Demonstrations



ARLINGTON 5-WAY PRESENTATION EASEL \$42.50
Send for literature
Complete with hinged clamp chalkboard, chalk, eraser.
Four paper pads.....\$12.00
Flannelboard accessory.....7.00
Carrying case.....12.50

TRIPOD EASEL
Lightweight aluminum—
holds card chart or
display frame—Folds for
carrying or closet corner
storage. Tripod easel
only (No. 121) \$7.50

ARLINGTON ALUMINUM COMPANY
19005 W. Davison • Detroit 23, Michigan

Please send me free information on:

5-Way Presentation Easel Flannelboard Accessory
 Tripod Easel Arlington Display Frames
 Arlington P-O-P Permanent Displays

name.....

title.....

company.....

address.....

city.....zone.....

state.....

Sales Management

Now Available— “Hospitalization in Short-Stay Hospitals”

Statistics covering diagnoses, surgical incidence, age and sex of hospitalized patients — basic data for hospital marketing.

Send for Your
Copy Today

HOSPITALS

JOURNAL OF THE AMERICAN HOSPITAL ASSN.
840 North Lake Shore Drive
Chicago 11, Illinois

Please send the following:

- Hospitalization in Short-Stay Hospitals
- Comparative Report on ABC Hospital Publications
- Sample Copy of HOSPITALS
- Have Representative Call

Name _____

Title _____

Company _____

Principal Product _____

Street _____

City _____ State _____

EXECUTIVE OFFICES: 630 Third Ave., New York 17, N. Y., YUkon 6-4800

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Copyright, Sales Management, Inc., 1959

To help you sell more food in the land of gemuetlichkeit



The Milwaukee Journal plans the biggest food promotion ever-

"Better Meals Build Better Families"



Food promotion always gets full treatment in The Milwaukee Journal, but in September there will be extra special "all out" support to get consumer buying action from what we believe is the most powerful sales promotion ever planned for the food industry—"Better Meals Build Better Families."

There'll be extra "shopper stoppers" in the food pages read by 9 out of 10 Milwaukee housewives, and full page promotion ads in color

Meetings will be arranged with all local food brokers and manufacturers representatives to enlist their support. In the Retail Journal, our trade publication going to the entire grocery industry in

this area, we will keep the trade informed on the advantages of tie-ins. *We will also make personal presentations to all major retailers.*

We believe the potential of this promotion for the food field is in box car figures—and you can depend on The Milwaukee Journal to follow through to get buying action. Ask our representatives for details.

THE MILWAUKEE JOURNAL

Always among the top newspapers in general grocery advertising
National Representatives—O'Mara & Ormsbee, Inc.
New York Chicago Detroit Los Angeles San Francisco



In Philadelphia nearly everybody reads The Bulletin

The Evening and Sunday Bulletin, Philadelphia

ADVERTISING OFFICES: Philadelphia • New York • Chicago
REPRESENTATIVES: Sawyer Ferguson Walker Company in Detroit • Atlanta • Los Angeles • San Francisco
FLORIDA RESORTS: The Leonard Company • Miami Beach

Your Competitors for Top Sales Job

Two predictions which merit your close attention were made at a unique two-and-one-half-day American Management Association Seminar held recently on Marketing for Non-Marketing Executives:

1. "Every company president elected from 1965 on will be a marketing man."

2. "You have been looking at a lot of organizational charts in which we seem to be trying to enlarge the size of the marketing box. We are trying to do precisely that. But the occupant of that exalted box can come from any of the functions of the company. The key question is, does he think in marketing terms? The marketing manager is not the sales manager looking ahead to become president."

We do not agree with the first prediction that every company president from 1965 on will be a marketing man. That is, each president may not have come up through sales. But, emphatically, we agree that the presidents will be marketing men in that they think first of the market.

Take T. L. Strimple, for example, now president, The National Acme Co. in Cleveland, producers of machine tools. Larry Strimple, an attorney, was head of labor relations.

"When I took over this job," recalls Strimple, "I told the chairman of our executive committee that I wanted him to set it up so I could get out and meet the customers." Strimple is doing just that.

The man who comes up through sales should have the best opportunity to become the top man in sales, or marketing, whichever it is called. As a salesman, for example, he has learned how to merchandise his company's advertising. As a sales manager he has the opportunity to develop his own plans. So the sales manager has a head start over the non-sales executive. But the fact that he has been in sales is no guarantee that he will move into the top spot.

The top man charged with bringing in his company's sales must be a rounded executive. It usually is insufficient merely to be an outstanding leader of men. Direction of the field force is only one aspect of the sales job.

The top man must be a planner. He must think in strategic as well as tactical terms. He must be familiar with corporate structures, and, in many consumer companies, he must be thoroughly familiar with packaging.

And the top man in any company of consequence is as skillful in his direction of advertising as he is in handling the manpower

Just Like Newton
and the Apple



people
REACT
to the
voice and vision
of NBC in
South Bend - Elkhart

call Petry today!
WNDU-TV CHANNEL 16
BERNIE BARTH & TOM HAMILTON

COVERS

CUSTOM DESIGNED &
MANUFACTURED •



FOR
CATALOGS
SALES MANUALS
SAMPLE BOOKS
RING BINDERS
SERVICE MANUALS
WALLPAPER BOOKS
PRESENTATIONS

THE S. K. SMITH CO.
2857 N. WESTERN AVE., CHICAGO 18

NEW YORK 17 CLEVELAND 13
LOS ANGELES 46

BEING SQUEEZED?

Today's pressures on Sales Managers are crushing: trying to combat competitive new products, keeping sales turnover high, bucking your competitors' selling tactics.

NEW PRODUCTS

TURNOVER

COMPETITION



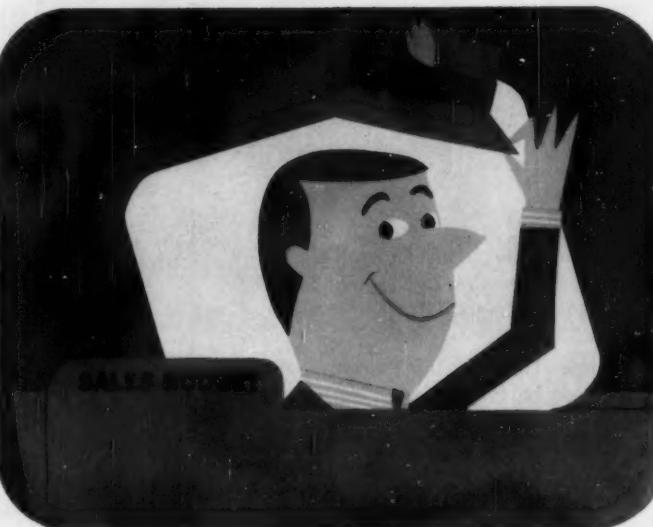
SPOT TV SELLS

Self-service retailing is here. Today's in-person salesman is your Spot TV Salesman—the effective modern-day sight-sound-demonstration and persuasion salesman.



SALES MANAGERS' STAR SALESMAN

As the right arm of your sales department, Spot TV deserves to share your sales—as well as your advertising-budget.



THE SALES MANAGERS MEDIUM

America's sales and distribution revolution is here. A new Katz Agency presentation, "The Sales Managers Medium," tells how it affects today's Sales Manager. For a showing of the full story-in your office-call our TV Sales Development Department.

THE KATZ AGENCY, INC.

666 Fifth Ave., N.Y.C. 19, JU 2-9200
Chicago, Detroit, St. Louis, Atlanta,
Los Angeles, San Francisco, Dallas

side of his job. Occasionally, you will see the advertising manager moving into the top sales spot.

"Engineers bristled and comptrollers balked," reported *Business Week*, at the suggestion that no non-sales people would make the presidencies of the companies after 1965.

True, the non-sales executive who persists in thinking only in terms of his specialty will almost automatically eliminate himself from the running. But so will the great leader-of-men sales executive who doesn't bone up on advertising, packaging and other aspects of the top sales chief's job run the risk of being passed over for that job, and the presidency.

The non-sales executives who attended AMA's Marketing for Non-Marketing Executives Seminar are to be congratulated for broadening their interests. So are the 225 sales executives who have just completed National Sales Executives' Graduate School of Sales Management and Marketing at Syracuse University. The NSE students studied, for example, problems in financial analysis and control. Would you, as a sales executive, be interested in courses or seminars dealing with "things a sales executive should know about corporate finance, law, manufacturing, research"?

You, as a sales executive, have learned that your toughest product competition sometimes comes from a new factor in your field, rather than from established producers. You may find a comparable competitive situation facing you on your job. Your most formidable job competitor may be a non-sales executive who has developed and demonstrated his breadth of vision.

Stockholders Look to You

The business story of the year continues to be the boom in the stock market. Prices continue to edge up and trading is in large volume.

But the truly startling news is that the number of individual shareholders in the nation has soared to 12,490,000. Today one out of eight adults owns some common or preferred stock in a publicly held corporation. New shareholders are coming into the market at the rate of a million a year.

This is big news for you, the sales executives of America. Stockholders are banking heavily on the sales ability of American executives. People look to you to preserve the dollar-value of their investments—and they are betting that you can make their money multiply faster than they could themselves.

You will find more people interested in your marketing plans. Shareholders will want to know if you are investing enough in sales manpower and in advertising to protect, and to develop, your markets.

And, above all, probably you will find millions of people with a new interest in profits—which spell dividends. Altogether, this is a healthy development.

**Your Golden
Opportunity
to Increase
Sales!**

**THOMAS
REGISTER**



- The 50th Annual Edition will exceed any previously published, both in comprehensiveness, scope and value to its paid subscribers.
- It offers a sales potential unmatched in buyer-seller traffic, unequalled in sales producing inquiries...booming in direct buying action. 50,000 items of 12,500 manufacturers will be on display.
- Schedule YOUR products for front line attention now.

Thomas Publishing Company
461 Eighth Ave. • New York 1, N. Y. **ABP**



**Industry's No. 1 Marketplace
of Buying Action!**

Special interest magazines

Bride and Home Readers are the most eager shoppers of them all...and advertisers know it.

If sales action is what advertisers look for, they've apparently found it in BRIDE & HOME. Because the total advertising increase for the past three issues is a resounding 76 pages...by far the greatest vote of confidence given any magazine in its field:

And the reason is diamond-bright and dollar-wise. Because each issue of BRIDE & HOME, published four times a year, delivers a whole new audience of brides-to-be—screened prospects with the urgency of making their wedding and home furnishings purchases during their average period of engagement.

There is no waste here—for only girls about to be married are interested in BRIDE & HOME—no others; and on every page a prospective bride turns, she gets shopping guidance for every type of merchandise.

And there is another facet to this "immediate buy" market. In addition to cash in hand, plus gifts, BRIDE & HOME's readers represent a continuing market of prime customers. Surveys show that 30% of all BRIDE & HOME readers continue working after marriage—creating a distinctive dual income market. And a thriving ad increase to reach this audience is proof that BRIDE & HOME, like other Hearst special interest magazines, gets action from advertisers because it gives action in return.

For advertisers know that when a magazine is tailored to a specific market—can deliver a pre-sold readership—then action follows. In Hearst Magazines advertiser and reader speak a common language, and as a result editorial and advertising content work in tandem—to spark sales results and profits at the local level.



SPORTS AFIELD

BAZAAR

MOTOR

COSMOPOLITAN

SCIENCE
DIGEST

POPULAR
MECHANICS

© 1959 The Hearst Corporation

get ACTION!

This sensational ad page gain is proof:

Ad Page Gain

Spring issue 13

Summer issue 16

FALL ISSUE 47

Six Keys to Profits Through Action

- Hearst readers are prospects, not just suspects
- Advertising is focused where interest is keenest
- Editorial and advertising content work together
- Editorial integrity lends prestige to advertising
- Each Hearst Magazine is an authority in its field
- Hearst readers are sold—only need to be told!

Bride & Home

50¢



Wedding Dresses

from '70 to '525

Bridesmaid's Dresses

from '25 to '50

Mothers' Dresses

from '45 to '75

How to Buy

A Diamond Ring

120 Budget

Decorating Ideas

Special Features Report

How much will

your reception cost?



**FOR
BOATING**

American Druggist

TOWN & COUNTRY

House Beautiful

Medical Materiel

Good Housekeeping

HEARST MAGAZINES GET ACTION



TEST MARKET DATA

ISOLATED MARKET — Chicago over 150 miles away, and no overlapping with any other major trading area. A very minimum of outside daily media influences.

BALANCED ECONOMY — Over 300 manufacturers in diversified industry, plus high income farm trade area. A self-contained, self-sufficient economy with compact boundaries.

EMPLOYMENT — At highest level in six years. The Quad-City area recently was reclassified as a "B" labor market by U.S. Department of Labor. Job opportunities here are slightly in excess of job seekers.

DEPENDABLE BUYING POWER — Effective Buying Income per household \$6,402. Nearly one-half of 83,700 area households are in \$4,000 to \$7,000 middle income group.

TYPICAL POPULATION — A metropolitan population of 272,600 with 82% urbanized. Median age is 31.8 years. Representative population: 93% native born white, 5% foreign born white.

MARKETING FACILITIES — Quad-Cities is the wholesale and retail center for Western Illinois and Eastern Iowa. Large retailers and wholesalers in grocery, drug, appliance fields who aggressively promote advertised products.

COOPERATIVE ADVERTISING MEDIA — that cover the market thoroughly at reasonable cost, and will cooperate enthusiastically in a test. ROP Color daily. Split run copy accepted. Member of the Burgoyne Grocery and Drug Index, Inc. test-city group.

Quad-Cities Largest Combined Daily Circulation

MOLINE DISPATCH ROCK ISLAND ARGUS

Not L. Repr. — THE ALLEN-KLAPP CO.

CORPORATE CLOSE-UP



Detroit Harvester: It Divides to Conquer

Detroit Harvester Co., headquartered in Michigan's motor metropolis, is staking its future on the reverse of the adage, "Divided we fall." The company owes its continuing growth to a well-calculated division of interests among a number of industrial and consumer products.

The company began, in 1922, as a manufacturer of farm equipment. But it began planned diversification in the mid-30s when it bought the Dura Co., Toledo, makers of automotive and appliance hardware and hydraulic equipment. Within the next decade DH's sales volume shot from \$1 million annually to \$13 million.

Since '46 the company has gathered to itself other small companies. Now it manufactures in five midwestern states, has corporate divisions in Michigan, Ohio and Kentucky, subsidiary companies in Michigan, Illinois and Indiana.

Today DH makes specialized auto parts like frames, hardware and actuators for convertible tops, automatic window lifts and power seats — items that are uneconomical, because of limited volume, for car manufacturers to produce. It also makes farm equipment, die castings, permanent-mold aluminum castings, industrial pumps, power take-offs, street sweepers, power lawn mowers — and self-actuating contour beds!

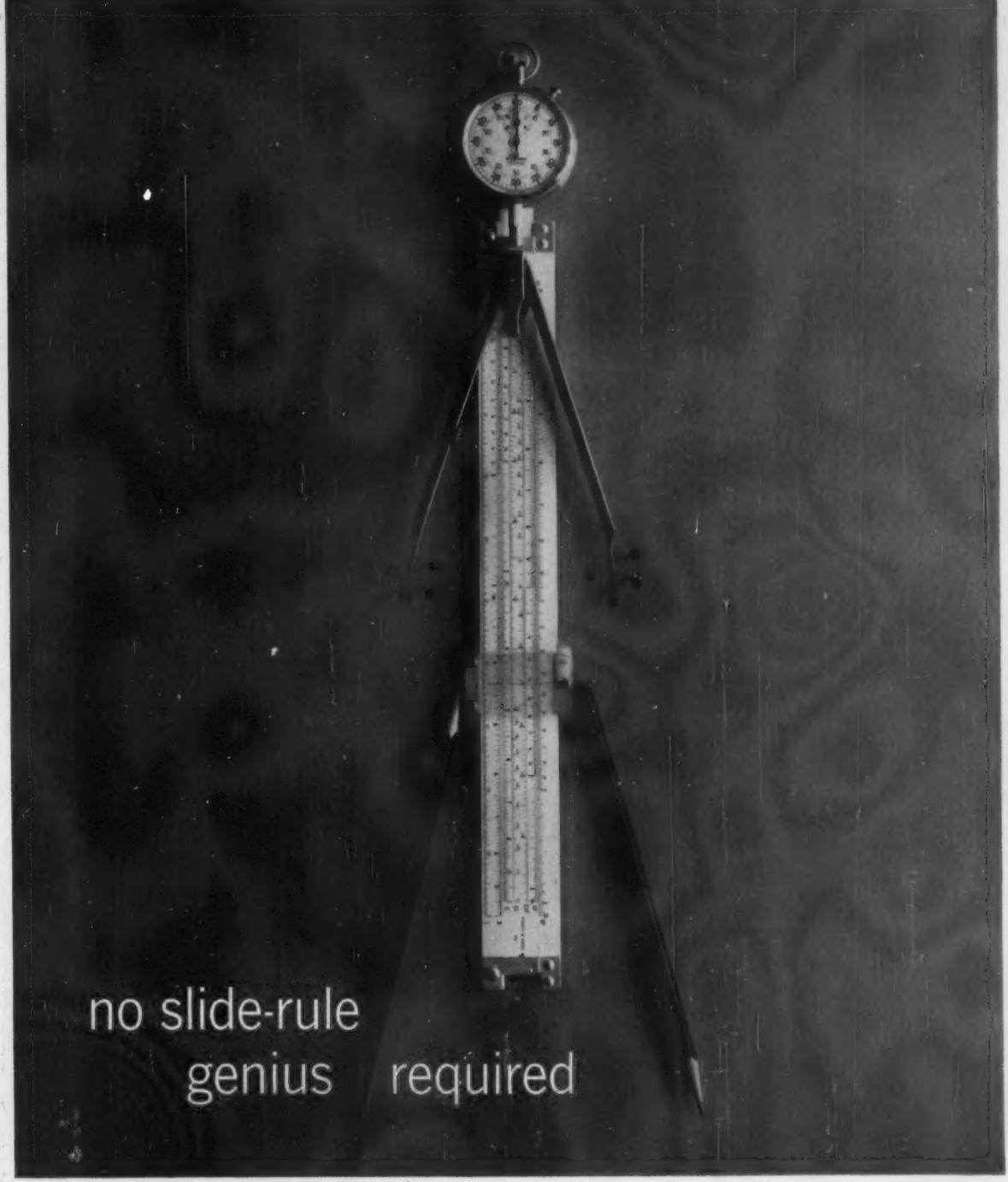
This Spring marked another DH milestone: The company acquired the Weaver Manufacturing Co., Springfield, Ill., and entered the automotive service equipment business. Weaver is a leading producer of such items as hydraulic lifts, jacks, wheel-balancing and aligning equipment, air compressors and brake and headlight testers. DH bought Weaver as part of its policy of expanding into new fields where there is opportunity for growth and profit through application of aggressive sales, engineering and manufacturing techniques.

DH president, J. Thomas Smith, counts on Weaver for a repetition of the Moto-Mower, Inc., success story (Sales Management, 3/20/59). That company, bought by Detroit Harvester, dramatically increased sales volume. DH bought Moto-Mower in '53. Four years later Moto-Mower had tripled sales through engineering improvements, streamlined manufacturing and modern marketing methods, and moved the company to fourth position in the power mower industry.

The automotive service equipment field, thinks Smith, is ripe for DH's savvy. He points out that:

1. There are some 69 million cars, trucks and buses on the nation's roads, compared to 468,000 when Weaver began operations in 1910. Industry forecasts say current figures are only the beginning. By 1970 the figure will top 95 million. It is, and will be increasingly, a rich market for repair and maintenance service.
2. Only 9% of vehicle repairs are being made by owners. The rest are handled by independent service shops (36%), gasoline service stations (26%) and car dealers (23%).
3. Much of today's equipment in stations and garages is obsolete.
4. Fifteen states have laws requiring inspection of all vehicles. Result: bigger market for testing equipment.

It looks like DH has bet on another sure thing.



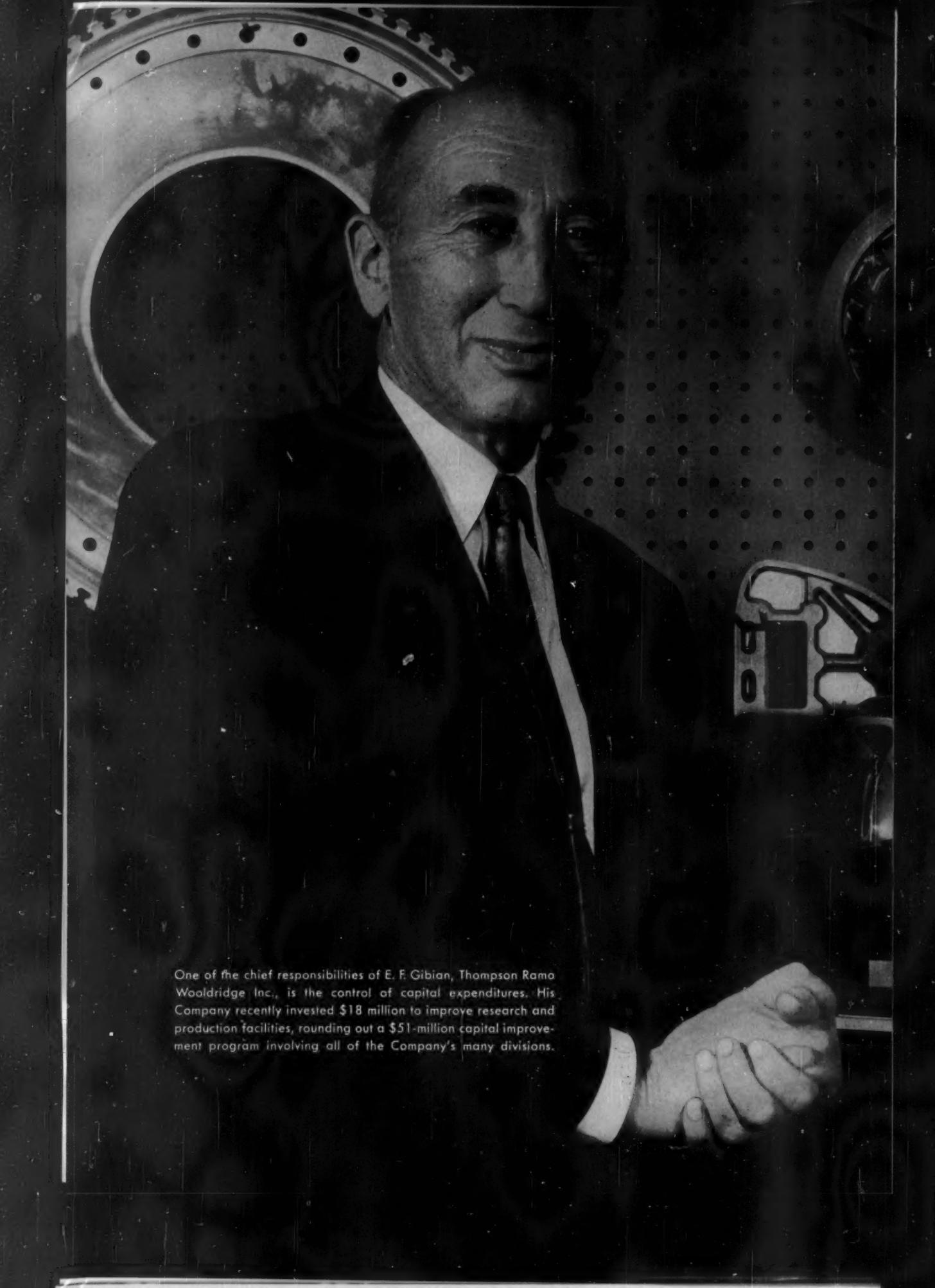
no slide-rule
genius required

During the next seven days no possible combination of current weekday magazines will reach as many families in more than sixty key market areas, as next Sunday's...



Parade

PARADE... The Sunday Magazine section of more than 60 fine newspapers reaching nine million homes every week.



One of the chief responsibilities of E. F. Gibian, Thompson Ramo Wooldridge Inc., is the control of capital expenditures. His Company recently invested \$18 million to improve research and production facilities, rounding out a \$51-million capital improvement program involving all of the Company's many divisions.



Is your catalog seen by the unseen buyer?

Many of industry's important engineering executives are rarely seen by salesmen. Yet, these men may control the investment of millions of dollars spent for products and services. One such executive is E. E. Gibian, Staff Director of Industrial Engineering, Thompson Products Divisions of Thompson Ramo Wooldridge Inc. Here's what he has to say about the buying process in his company:

"In planning new production lines or modernizing existing ones, major decisions are often made months before our suppliers learn of our plans. For example, our engineers prepare specifications for machine tools largely on the basis of information contained in manufacturers' catalogs. Rarely do we call in salesmen until after this preliminary planning has been completed, and I almost never meet with them personally."

"Obviously, it is important for any manufacturer of production equipment to make sure we see his catalog while this initial screening is taking place. And I can safely say that his best protection is to have his catalog included in Sweet's. In almost every buying situation, Sweet's Catalog Files are the first place we look for the facts we need. They help us compare possible suppliers quickly and easily. Frequently, we can get all the information required to make a preliminary product selection."

"Since the catalogs in Sweet's are already filed, classified, and indexed when we receive them, we also save the trouble and expense of maintaining inconvenient files of loose catalogs. Best of all, they're immediately available...there's no need to wait for information to come through the mail."

"It's no surprise, then, that the positive information we obtain from the catalogs in Sweet's Files may well be the determining factor in selecting a particular manufacturer's product."



SWEET'S CATALOG SERVICE
Division—F. W. Dodge Corporation
119 West 40th Street, New York 18

Sweet's helps you market—the way industry wants to buy

Among The Inquirer's 1,863,000 adult readers in Delaware Valley, U.S.A.

Make a date with

**958,000
GALS SUNDAY**



Sunday's the day for heart-to-heart talks with the 958,000 women readers who get their buying ideas from The Sunday Inquirer. What's more, these gals represent 74% of all the women in Delaware Valley, U.S.A., who read a Philadelphia Sunday newspaper.

Note this bonus: The Sunday Inquirer provides an *additional* 260,000 circulation in nearby counties. Figure that added women's coverage for yourself!

If you want to get right next to women (and what red-blooded American product doesn't?) the place to "date" them is The Sunday Inquirer. You'll find the total audience is impressive, too. Reach 1,863,000 adult readers in Delaware Valley, U.S.A., plus that quarter-million circulation beyond, in the Sunday "sales-mate" to the powerful Daily Inquirer.

For all facts and figures, send for the extract of "Philadelphia Newspaper Analysis" by Sindlinger & Company, Inc.



The Philadelphia Inquirer

Good Mornings begin with The INQUIRER for 1,352,000 adult daily readers

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

—SIGNIFICANT TRENDS—

Marketing News as Viewed by the Editors

Newspaper Assns. Get Together To Fight For Regional Ad Budgets

It was just a few weeks ago that several top magazines announced plans for splitting their circulations to give advertisers the benefit of "pinpointing" or "regionalizing" their advertising. Now, newspapers are answering the competitive challenge. They are getting set to tailor-make newspaper marketing proposals—both regional and national—to fit an individual advertiser's needs and budget.

To offer this service to marketers, two associations are getting together—the American Association of Newspaper Representatives and the American Newspaper Publishers Association. The AANR will supply a top-level national sales force assigned by its ten chapters in major cities. The ANPA's Bureau of Advertising will back up the sales force with research and promotional resources.

Marketers can expect to be visited by a team of newspaper representatives. They plan to show an advertiser how to meet his special needs within any budget by using a certain number of newspapers within a desired regional or national market. Specific newspapers will not be recommended, but the prospect will be given data on all papers within his marketing area to guide him in a choice of individual papers.

A Lot of Disposable Income

Today's tots, teen-agers and newly-weds will have at least three times as much to spend on the "niceties of life" in 1970 as do their parents today. And Americans, in general, will have nearly half again as much "disposable income" by that time.

Who says so? J. Ward Keener, president of B. F. Goodrich Co. That's what he told the American

Marketing Association and he bases his estimate on such factors as:

- A predicted population rise of 40 million over the 1957 figure of 171 million.
- The average individual's presumed needs and wants will be considerably higher than today because of higher education level.
- Production by 1970 of 50% more goods and services for 23% more people.

Marketing, production and technology will have to run or revolutionize to keep pace with this growing buying power.

Loyalty to the Package

Not too long ago, as we recall, the nation's brewers were fighting an uphill battle to get the home beer quaffer to accept his brew in cans. Now, a survey by Continental Can Co. shows, that's how 57% of beer drinkers prefer it—and many of them won't have it any other way.

The acceptance of the beer can is remarkable in itself, but the fierce package loyalty uncovered by the survey is startling:

Of 5,000 people interviewed, 57% favored canned beer; 40% liked their beer in bottles. Only 3% said they used both. Showing how strongly they felt, almost 40% of those interviewed said they would switch brands, if necessary, to get the container they preferred.

Farms and Farmers Fewer, But Ag Market Still Strong

Viewed as a market for goods and services, the importance of agriculture in the U. S. economy is relatively as great today as it was 20 years ago!

The considerable decline in the number of farms and the overall drop in farm population has not

hurt agriculture as a market, says the National Industrial Conference Board. It points out that "farmer's purchases of goods and services have quadrupled from the 1937-41 level, a gain approximately equal to the growth in gross national product."

Since the late '30s, the number of persons living on farms has dropped by about one third, from 31 million to 21 million, and the number of farms has fallen by a fourth, from 6.5 million to 4.7 million. Despite this drastic shrinkage, farmers last year bought about \$40 billion worth of producers' and consumers' goods and services, compared with an annual average of around \$11.5 billion during the years 1937-41. Valued at 1958 prices, total expenditures for production and family living averaged about \$26 billion in 1937-41. Hence, in real terms, farmers bought about 50% more last year than 20 years ago.

The gains are even more dramatic on a per farm basis, according to the Conference Board. In 1958, about \$8,500 was spent per farm for producers' and consumers' goods and services—nearly five times the 1937-41 average of roughly \$1,800. When adjusted for higher prices in the recent period, the real gain exceeds 100%.

U. S. 10% Air Conditioned

Some 5½ million American homes now have some form of summer air conditioning—an increase of three quarters of a million during the past year.

According to a survey by Carrier Corp., Texas leads in total households equipped with room or central air conditioning—more than half a million. Washington, D. C., has the highest percentage (36.6%) of households with some air conditioning.

Russell Gray, Carrier vice president and general manager for home air conditioners, predicts another three quarters of a million households will have air conditioning equipment installed this year. He foresees more than 1-1/3 million room units sold at retail in 1959 and about two thirds

of these will go into residences. Another 200,000 homes are expected to incorporate central systems, a new record.

New Green Image for Railroad

The New York Central Railroad, not unlike other firms with a product or service to sell, is concerned about its "corporate image." So, to handle the visual part of creating a fresh image, it engaged an industrial design firm—Peter Schladermundt Associates.

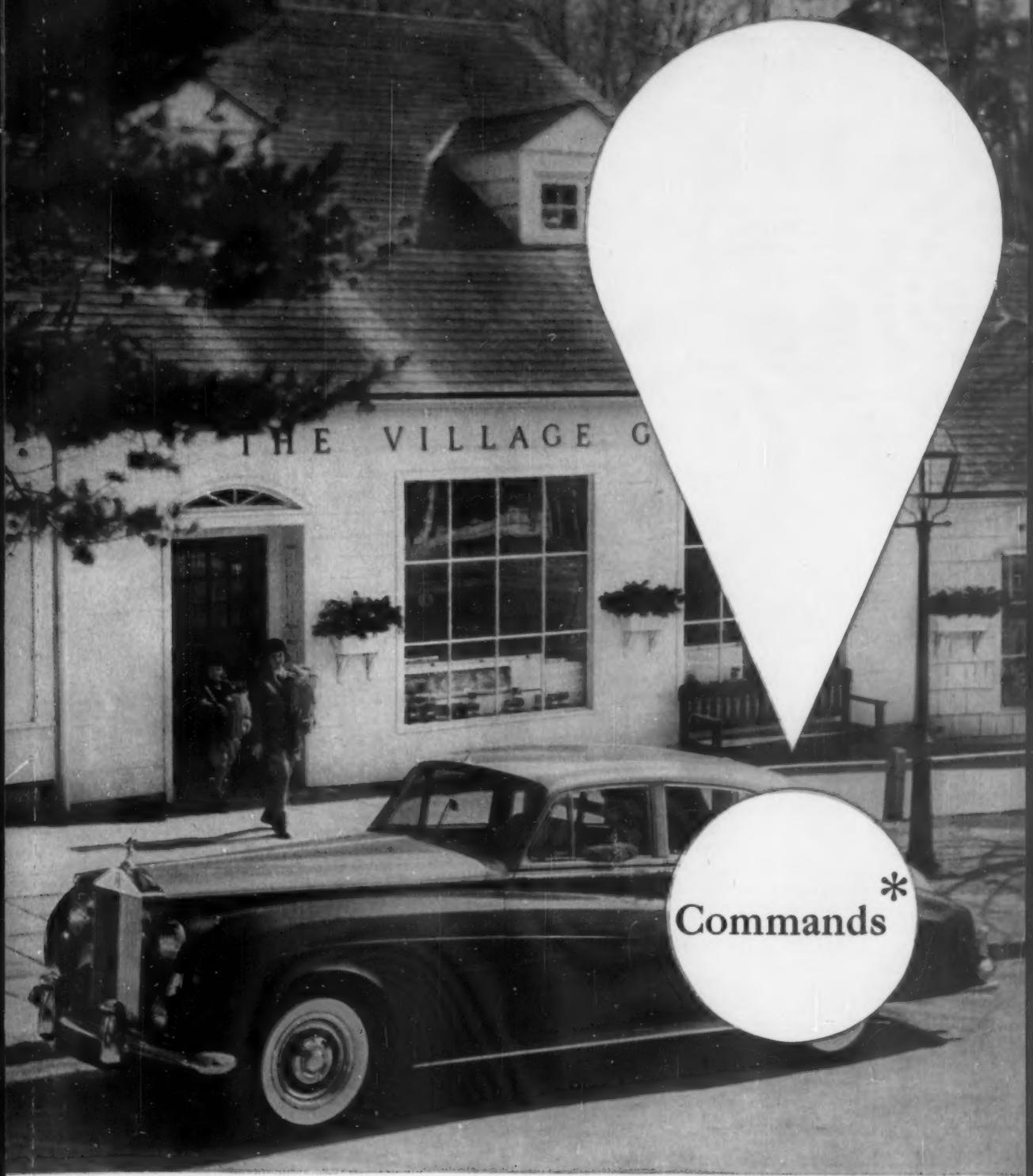
The designers tackled the box car—feeling it carries the image of the railroad with it as it travels—and they've come up with a blue-green decor. Also, they've re-designed the road's insignia, enlarging it, simplifying it. Now, both color and insignia are being weather- and public-tested, which tests may lead to adoption of the new "image" on 100,000 N.Y.C. cars.

Why are box cars traditionally red? The color weathers well and the paint is inexpensive. Apparently, the Central figures a brighter "corporate image" might be worth the costlier paint.

INTERESTING, IF NOT SIGNIFICANT . . .

Americans spent \$308 million to chew 250 million pounds of gum last year. . . . Some 5 million portable radios are expected to be sold this year in 889 models manufactured by 81 different firms. . . . People are healthier than ever today, but (or maybe because) they take more medicine. Twenty years ago, the nation's pharmacies filled 182 million prescriptions; last year they filled more than 655 million. . . .

Well over half the families with incomes of \$2,000-\$3,000 are auto owners. This jumps to about 90% at the \$5,000 a year level, and remains about the same from there on up the income ladder. . . . Only about 1 in 20 families at the \$2,000-\$3,000 level are 2-car families; at the \$5,000 level, this ratio is still only 1 in 6. But half the families in the \$10,000-and-over bracket are multiple car owners.



Commands *

Advertisement prepared by Ogilvy, Benson & Mather, Inc.

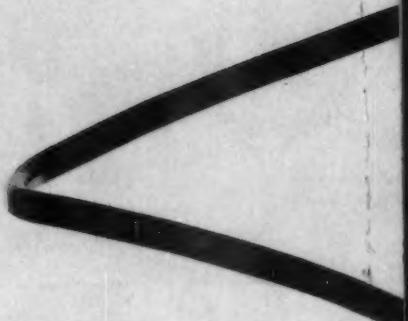
* "Sales up 50 per cent in 1958. Rolls Royce credits its advertising campaign in The New Yorker with being responsible for an important share of this increase. Inspired favorable editorial comment from coast to coast."

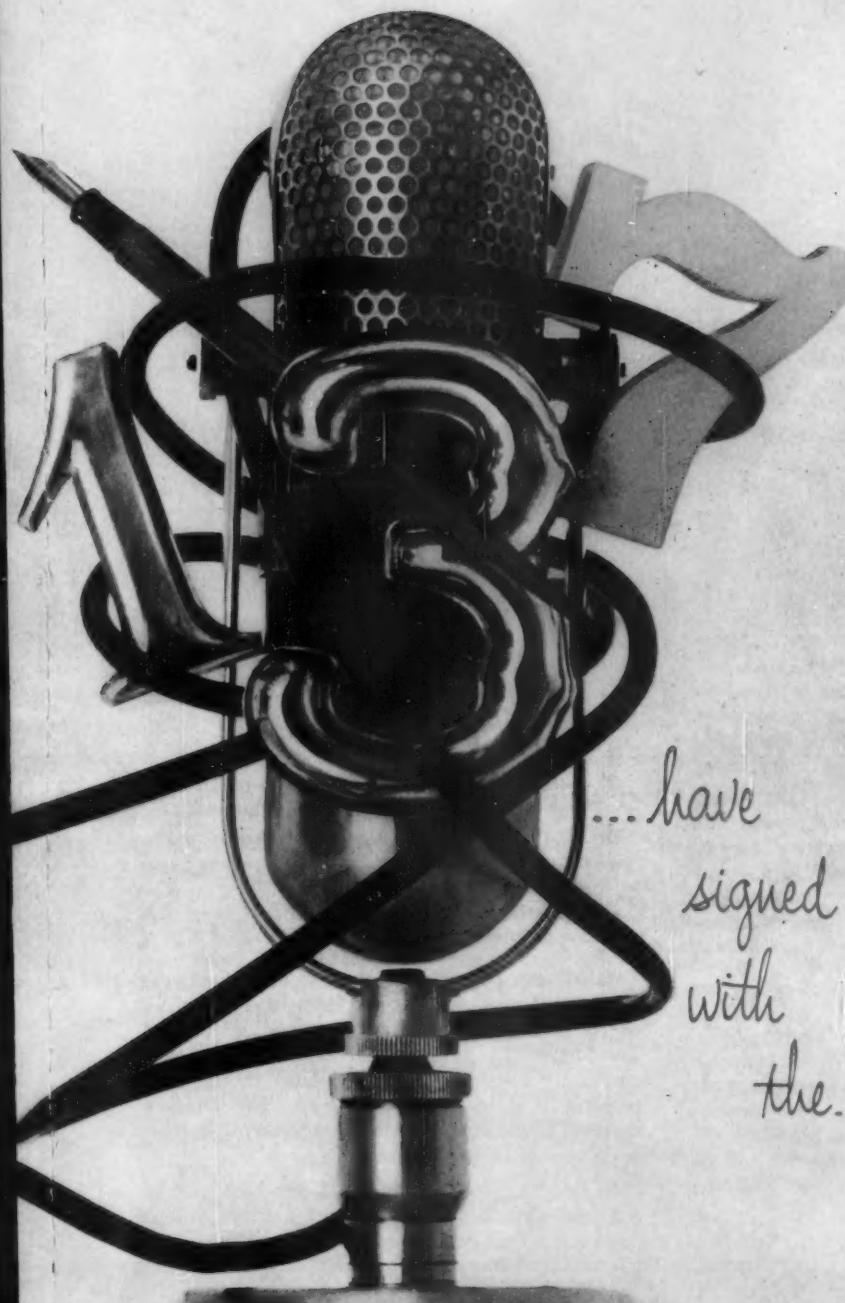
Warthrop Brubaker Public Relations Officer, Rolls Royce, Inc.

THE
NEW YORKER
MAGAZINE



in the last
18 months.
137 different
national advertisers...





Here are five important reasons why:

campaign strategy—Today the *campaign* is all. No individual show can do the complete job. The advertiser's ultimate goal is the total audience, *all* prospects—not just isolated groups. And this year NBC Radio continues to deliver more of the top campaign audiences than any other network.

pure economics—With NBC Radio you can make more advertising impressions for less cost. Further, NBC Radio can add more to an existing campaign than can any other medium. For example, an advertiser with a 90-minute TV Special can increase his reach by 28% for an 8% additional investment on NBC Radio.

program dispersion—NBC Radio gives advertisers more opportunities to reach more diversified audiences with: 44 hours of network programming per week; 14 hours of weekend Monitor; 10 hours of weeknight Monitor; 10 hours of morning dramatic programs weekly; 10 hours of afternoon variety programs weekly; Hot-Line Service; Monday-through-Friday News on the Hour; and Stardust—supplying top star identification 85 times weekly.

flexibility—Announcements are available in ninety, sixty, thirty and six second lengths. They can be ordered in the afternoon and on the air the same evening. Weekly plans begin for as little as \$300 and range to \$30,000. Advertisers may purchase entire programs, star vignettes, or a pure frequency schedule.

extra services—NBC Radio has pioneered the development of new links with both the consumer and the dealer. Among the most significant: NBC Radio's National-Local Plan with the advertiser's network commercial tailored for local dealer cut-in; editorial support such as the current "Summertime Is Outdoor Eating Time"; closed circuit dealer meetings; and a long list of inventive plans that add both reach and return for the advertiser.

These are the reasons so *many* advertisers are attracted to NBC Radio and why *52.1% of all reported sponsored hours in network radio are on the leadership network, the . . .*

**NBC RADIO
NETWORK**



Another report from the medium that's adding a new dimension to marketing

What's your estimate of this advertisement?

Factors that might produce a big response:

- New product, all-new Glo-Coat floor wax, won't scuff, spot, stain
- Famous maker: Johnson's Wax
- Advertisement, a four-page gatefold, was exposed to world's largest magazine audience

Factors that might limit the response:

- Relatively high price of product compared to soap, cereals, etc.
- Not purchased frequently; many housewives would have ample supply
- Product never sold before through magazine coupon; readers not accustomed to such offers for waxes

No major maker of wax, including Johnson, had ever run an advertisement with a store redemption coupon in Reader's Digest. So it was anybody's guess how many sales might result.

If the product had been a low-cost, frequently purchased item, like bread or soap, a big response might be expected. Dove bath and toilet soap and Kellogg's Corn Flakes, for example, had spectacular results from similar promotions in Reader's Digest. But floor wax is purchased infrequently. Many housewives would have plenty on hand. And Glo-Coat prices are 59¢ and up.

The first step was to show stores how the Digest promotion could mean extra sales and profits. The Digest, like Glo-Coat, is a good-profit item in retail outlets. More than 9,500 supermarkets display and sell the Digest at their checkout counters. The chains include A&P, Safeway, Kroger, National Tea, Grand Union, Food Fair.

What happened

The advertisement appeared in the October, 1958, issue of the Digest. Over the months, the coupons kept coming in, slowly at first, then in greater volume. The biggest month was January, four months after the magazine had gone on sale, when 60,000 coupons were returned to Racine. By the end of April, the total had reached upwards of 300,000 and coupons were still coming in.

As for sales, Johnson officials estimate that five to six times as much Glo-Coat was sold at full price,

without coupons, as was sold on the coupon deal. This result, they believe, was due to the strong interest created by the Digest promotion.

Total sales, then, from the one advertisement, were 1,800,000 to 2,100,000 cans of Glo-Coat—at 59¢ a pint, 98¢ a quart or \$1.79 a half-gallon.

Four reasons why

Johnson marketing men give four main reasons for the success of the promotion:

- 1 **Strong product advantages.**
- 2 **Unmatched size of Digest audience**—far greater than that of any other magazine in the world.
- 3 **High quality of Digest audience:** people who have the money and the desire to keep their homes attractive.
- 4 **Exceptional appeal of the Digest to grocery store buyers.**

This Johnson example shows once more that estimates of what can be expected from other magazine or TV audiences do not apply to Reader's Digest. The Digest has so much marketing power that it constantly breaks through estimates of "normal" response. Or, to put it differently, The Digest's huge, loyal audience reacts *far more strongly* than audiences of other mass media.

In Reader's Digest, you reach the best part of America — intelligent, prosperous families whose enthusiasm for a product can insure its success. And you can do it economically and effectively.

the sales made by



Advertisement appeared only once,
in one publication, Reader's Digest

Quick facts for busy executives

Reader's Digest offers advertisers all these exclusive advantages:

1 The largest established audience that can be bought anywhere. It is larger than any other magazine, weekly, fortnightly or monthly; larger than any newspaper or supplement; larger than the average nighttime network television program.

2 The largest quality audience that can be found. The Digest has more readers in every income or educational group than any other magazine. And

the higher the income group, the greater the Digest's share of the reading audience.

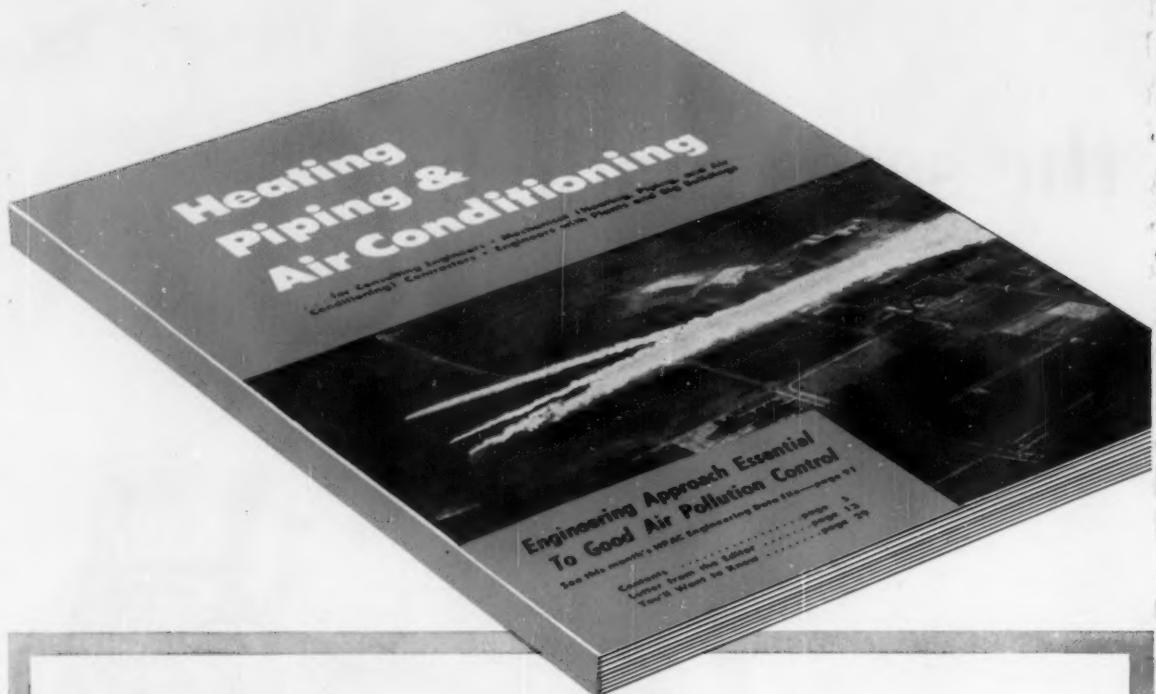
3 Discrimination in the advertising accepted. The Digest alone of major advertising media accepts no alcoholic beverages, no cigarettes or tobacco, no patent medicines—and for any product, it accepts only advertising that meets the highest standards of reliability.

4 Belief in what the magazine publishes. People have faith in Reader's Digest, in its editorial and advertising columns alike.

**People have faith in
Reader's Digest**

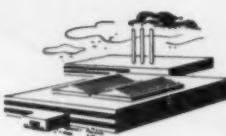


**Largest magazine circulation in the U.S.
Over 11,750,000 copies bought monthly**



EFFECTIVE PENETRATION

in the
industrial—large building field



True to its name, HEATING, PIPING & AIR CONDITIONING confines itself to these three services as related specifically to the industrial-big building field.

Result: a concentrated editorial content vital to ALL of the purchase-control factors in this market—the consulting engineers, mechanical contractors, and engineers with plants and big buildings who identifiably are responsible for this work. Individually, or in combination, they specify and/or buy virtually every product required.

Alike in another respect, they form the reader-audience of HPAC. Each is, and has been, paying for it directly, individually, voluntarily. Here's assurance—backed up by dollars on the line and an ABC-audit—that HPAC is wanted, respected, and used!

Concentrate in HPAC, the book that

- has over 18,000 fully paid circulation
- leads in number of editorial pages ● leads by over 2 to 1 in advertising volume ● has more advertisers and is used exclusively by more advertisers. KEENEY PUBLISHING CO., 6 N. Michigan Ave., Chicago 2, Illinois.

37 years timely

While looking through copies of 1922 Sales Management (in order to find some of the statistics for that year which you now compile in Survey of Buying Power) I came across an article appearing in the April, 1922 issue, entitled "How I Picked an Advertising Agency."

I mentioned this article to Mr. Block because I thought it was, in many respects, still applicable today. He evinced quite some interest in the article since we might be able to use it for promotional purposes.

Please send a reprint or photostat.

Vera R. Winston
Research Department
Frank Block Associates
Saint Louis, Mo.

► SM agrees with Frank Block Associates that the 37-year-old article of this record-breaking request is still timely. We're flattered that this company has maintained its copies of Sales Management since 1922.

reader to reader

I was interested in the question by Mr. C. O. Brown of the Champion Co. of Springfield, Ohio, about the number of separate pieces of advertising literature to include in a mailing. ["Letters to the Editors," Sales Management, May 15.]

There is no pat answer to this question. What does a satisfactory job for one organization will not necessarily be successful for the next.

For many years the book department of McGraw-Hill Publishing Co. put out mailings consisting chiefly of some ten to 15 leaflets, each one describing one or two books. Included was an order card and perhaps a short letter, all enclosed in an envelope. The theory here, as I understand it, is that when the mailing was opened, it tended to "explode" over the recipient's desk and, perhaps, on to the floor and, as he picked up the separate pieces, there was a good chance of having him exposed to more than a few books since it would be natural to look at each circular as it was picked up.

We favor the letter, circular, and order card approach. However,

we seldom include more than one extra circular.

The only real answer is for Mr. Brown to make a split mailing. Include perhaps one or two flyers to half of his list and give the full treatment to the other half. Then measure the dollar-return in orders received from the two groups.

Paul J. Bringe

Sales Manager
Milwaukee Dustless Brush Co.
Milwaukee, Wis.

are we that good?

I certainly want to congratulate you for the very accurate treatment of a subject ["Meet Bon Ami's Maintenance Woman," Sales Management, June 5] that must have been a bit difficult to handle in such a positive fashion. If we can do as well as you infer, we'll have a terrific business. At least, it looks like it is getting there.

John C. Holm
Director, Institutional &
Industrial Division
The Bon Ami Co., Inc.
New York, N. Y.

sincerity pulls best

Janet Gibbs' article [Sales Management, June 5] on "Do-It-Yourself Better Letter Program" omits the most important fact in mail promotion. That is, regardless of how many details go into the preparation of a letter, it will not mean anything unless the customer or potential customer is first evaluated as to buying habits, area, length of time in business, size of business, etc.

We are proud to say that our mail is written with a minimum of preparation but with a great deal of sincerity. That's the reason why we get an average of 15% returns from our mail advertising. I think this is proof that it's much more important to emphasize sincerity in mailing regardless of the fact that the mailings may be incorrectly headed or poorly typed, etc.

All that counts are the results — no matter how it's done — when you get poor results it's time to change.

Howard Kaplan

Vice President
Nathan Kaplan
New York, N. Y.



...you'll enjoy stopping at Chicago's

Executive House

Tomorrow's Hotel Today



Executive
House

Write for colorful brochure
Dept. S, 71 E. Wacker Dr., Chicago 1, Ill.
A. M. Quarles, General Manager

WRITE FOR THIS SALES HELP TODAY!



Learn all about the most economical national consumer market survey available. Quarterly mail interviews reach up to 20,000 representative families.



NATIONAL FAMILY OPINION
INCORPORATED

P. O. Box 315 TOLEDO 1, OHIO

Obstacles never bother Avon Products' 85,000 sales representatives. Avon, sales leader in the \$1½ billion cosmetic industry, invests more than half its advertising dollars in spot television. Says Avon's ad manager: "Spot television pre-sells the consumer and stimulates our representatives to increased sales efforts."

Proof of spot television's selling power? During 1958, Avon sales zoomed over the \$100 million mark—\$55 million over 1953, the year that Avon first discovered the multiple sales advantages of spot television's sight, sound and motion. Today, through its agency, Monroe F. Dreher, Inc., Avon Products buys schedules in 158 markets throughout the United States.

Representing WCBS-TV New York, WBBM-TV Chicago, KMOX-TV St. Louis, WBTV Charlotte, KHOU-TV Houston, WJXT Jacksonville, WBTW Florence,

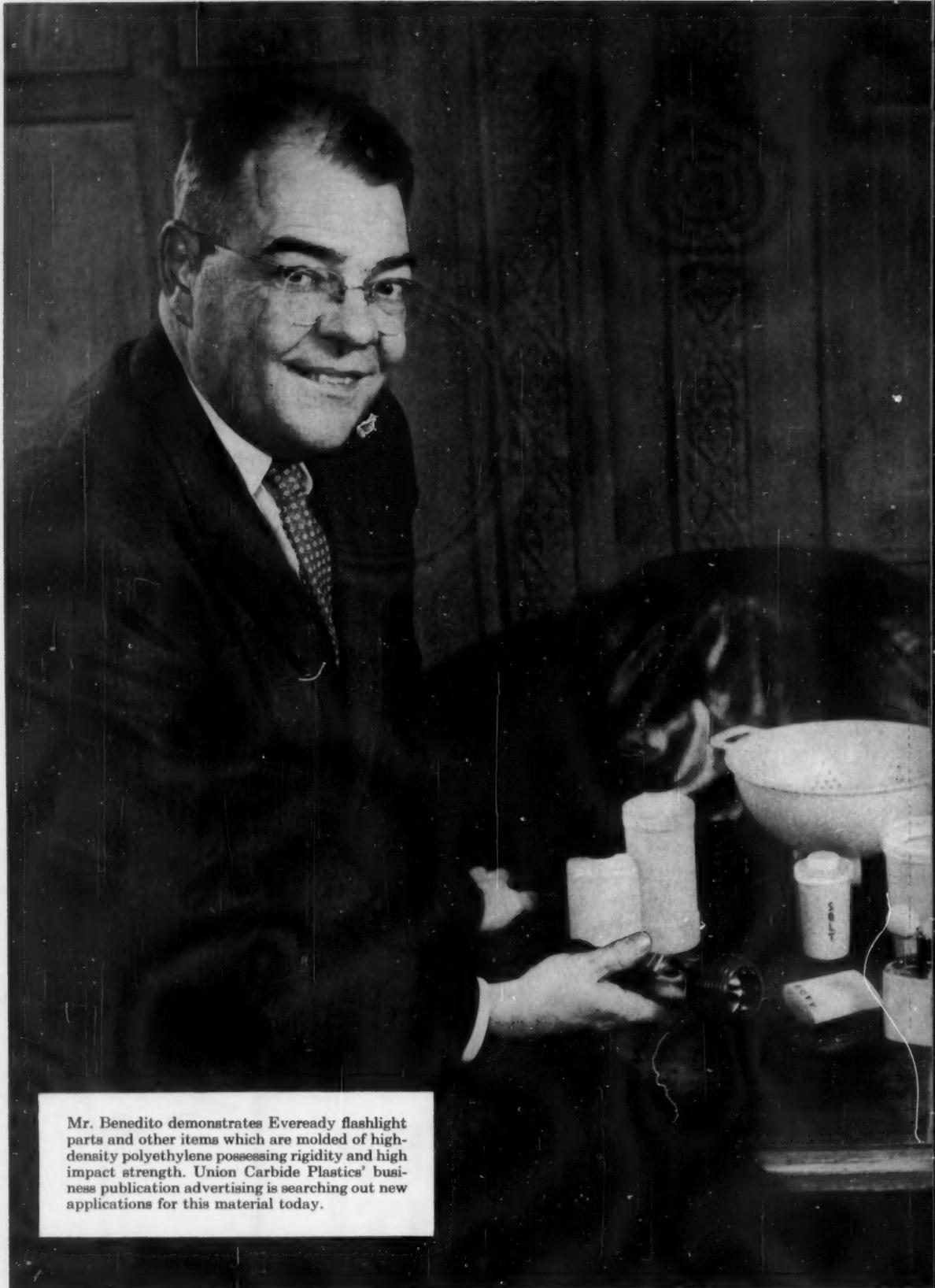


All of the stations represented by CBS Television Spot Sales broadcast Avon schedules of announcements adjacent to network daytime shows and within local programs. Typically, on **WBBM-TV** Chicago and **KNXT** Los Angeles, Avon reaches 45% of all area television homes twice a week. On **WCBS-TV** New York and **WCAU-TV** Philadelphia, Avon reaches 8 out of 10 television homes up to seven times in a 4-week period. (Nielsen)

Like **Avon**, you can achieve superior market penetration, stimulate salesmen, pre-sell—quickly, efficiently, effectively—through the use of spot television. Our booklet, "Pre-sell with Spot Television," tells how. For your copy, write to **CBS TELEVISION SPOT SALES**.

WCAU-TV Philadelphia, WTOP-TV Washington, KNXT Los Angeles, KSL-TV Salt Lake City, KOIN-TV Portland, and the CBS Television Pacific Network





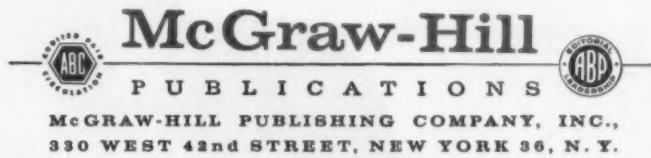
Mr. Benedito demonstrates Eveready flashlight parts and other items which are molded of high-density polyethylene possessing rigidity and high impact strength. Union Carbide Plastics' business publication advertising is searching out new applications for this material today.

"ADVERTISING HELPS US UNCOVER NEW MARKETS"

"In the fast-growing plastics field, new materials are always being developed," says John D. Benedito, Sales Vice President of Union Carbide Plastics Company, Division of Union Carbide Corporation.

"Advertising in business publications puts new materials as well as present products before important markets at low cost. Our new high-density polyethylene, for example, offers advantages not previously available in other materials. This story must be gotten out to industry at large where it can stimulate thinking on new applications."

IF WHAT YOU MAKE OR SELL is bought by business and industry, you can "mechanize" your selling by *concentrating* your advertising in one or more of the McGraw-Hill publications serving your markets. Through "mechanized selling," you contact a greater number of prospects, create interest and preference for your products.



McGRAW-HILL PUBLISHING COMPANY, INC.,
330 WEST 42nd STREET, NEW YORK 36, N. Y.

6 STEPS TO SUCCESSFUL SELLING

MAKE CONTACT

AROUSE
INTEREST

CREATE
PREFERENCE

MAKE A
PROPOSAL

CLOSE
THE
ORDER

KEEP
CUSTOMERS
SOLD

MORE ADVERTISING HERE MEANS

MORE SALES TIME HERE

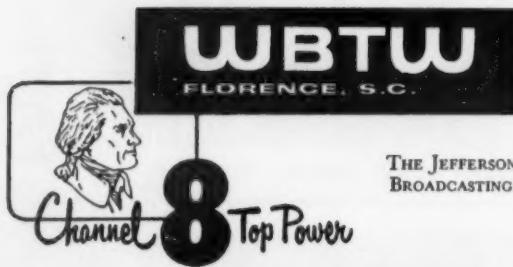
"SECOND can be beautiful"

South Carolina's more than 2½ million citizens cannot possibly be covered by the first TV market stations alone. WBTW offers you easy access to South Carolina's second sociable million, united and made amenable to your message by first class television service, largely free from effective competition. Check NCS #3 totals for South Carolina TV stations. One good look and you'll agree "Second can Be Beautiful."

Miss Carolyn Melton of Cheraw, S. C., exemplifies southern charm by winning runner-up honors in the 1959 Miss Universe contest held at nearby Myrtle Beach. Each year during the annual Sun Fun Festival over 65,000 people enjoy the sun and surf on the beautiful coast of South Carolina.

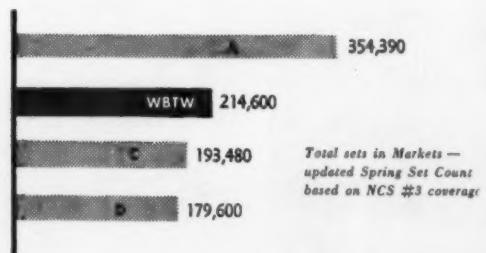


Serving South Carolina's SECOND Biggest TV Market

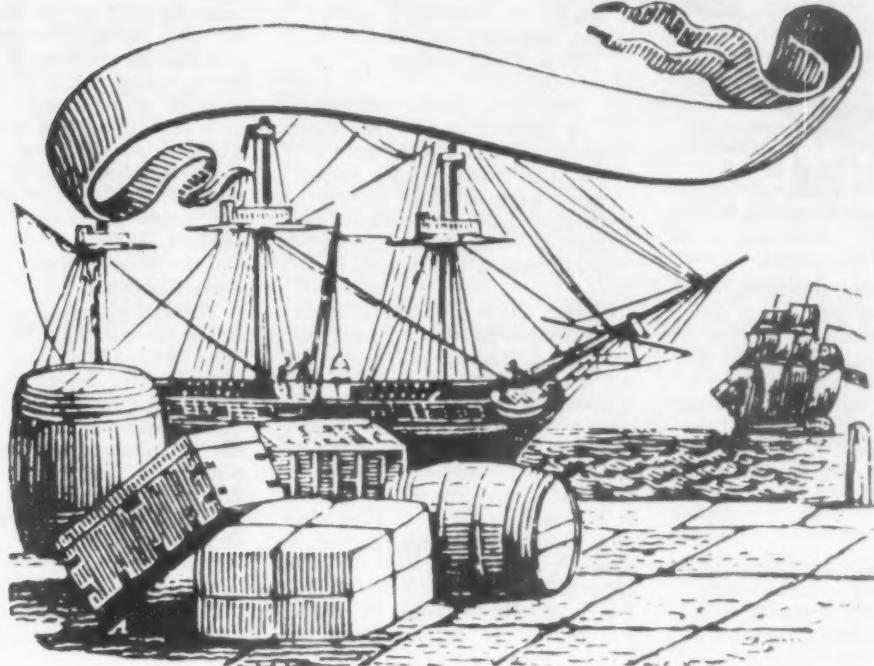


represented nationally by CBS TV Spot Sales

THE JEFFERSON STANDARD
BROADCASTING COMPANY



Total sets in Markets —
updated Spring Set Count
based on NCS #3 coverage



Anything Can Happen When You Start to Sell Abroad

Does an unhappy transplanted wife drag your man home? Do your best foreign clients decide to deal with "local suppliers"? Does your overseas staff figure, "This country isn't ready for us yet"? Here's a guide to planning—to ensure success overseas.

By JAMES SEAMAN
McKinsey & Company, Inc.

There's a Lorelei across the seas — strumming enticing melodies to American businesses in the mood for expansion . . .

And while some takers answer the call just for what they can get—fast—many are looking for the long-term relationship. Some make it, some don't.

Why?

A big factor in successful operation abroad lies in the organization of overseas sales.

Let's assume that our firm is in the light manufacturing category, intending to erect a plant abroad. This company expects to sell 90% of its production to industry in the host

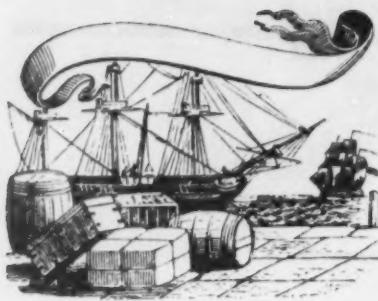
country. Surplus production will be used to develop nearby export markets, with the idea of eventually establishing manufacturing operations there too. Company management is enlightened and has invited local capital participation in the venture, realizing full well that the alliance has corporate and public relations value as well as advantages in channelling local information.

Naturally, there are quite a few steps to take before actually leaping overseas. Ordinarily, the mechanics for building an organization abroad are pretty much the same as they are here at home; but there are some major pitfalls and great care should

be taken to avoid them.

Defining the market — accurately — is important. You must predetermine market size, product quality and style required to serve the market, purchasing power as well as purchasing habits of potential buyers, and channels of distribution.

There are several essential, basic differences between American and foreign markets. In a great many cases our ideas on quality standards or customer needs can't be applied to the overseas market. In many cases products suitable for the U. S. market are not suitable for foreign markets. General Motors, for example, recognized that the Chevrolet was not



suited to the narrow streets, high fuel costs, and lower purchasing power abroad and so markets the Opel in Germany. In Lima, Peru, the fine quality of European clothing is appreciated by the elite, but the average white-collar worker cannot even consider buying clothes of quality comparable to U. S. or European standards.

Firm A:

This company established a small subsidiary in Latin America to manufacture candies and cookies. Sales management rec-

ognized poor grades offered in local market and saw opportunity to capture great share of market by upgrading quality and improving packaging.

Sales didn't even get off the ground.

Why? Poor market definition. The majority of the populace could not afford even slightly increased prices and new packaging increased costs far over standard bulk distribution. Increased quality interested only small segment of the market.

Market size is an obvious, important consideration that is occasionally overlooked. The success of many of our manufacturing operations is dependent on the low unit-cost stemming from a high degree of machine utilization. Naturally such machinery as high-speed, multicolor printer-slotters, used in box manufacture, would be a luxury for a manufacturer planning to produce for a country such as Ecuador, whose population is only about half that of New York City and has a greatly reduced purchasing power.

Channels of distribution in the host country must also be examined closely. What happens to our case-in-point, manufacturing for the industrial buyer, when the manufacturer finds that, although his company is accustomed to securing nationwide coverage through an independent distributor, it is now confronted with a market where no distributors of this type are available? Naturally, it will be incumbent upon the firm itself to cover the market effectively, and planning for such coverage can be made easily—if the situation is recognized before operations begin.

The area of pricing policy also demands close scrutiny because of the wide variance in what might be called normal pricing practice from country to country. In Europe, for instance, quality seems to outweigh price as the decision-making factor for the consumer. The reverse is true in Latin America. In several countries, particularly in some Latin American countries, credit terms assume great significance and often force price and quality into secondary roles.

Many nations have considerably more government control of prices

Pfizer Sinks Sales Roots Worldwide

TO GET sales growth abroad, you've got to give.

Or, as Chas. Pfizer & Co., Inc., would put it: "To go international . . . go local."

Going local means sowing seeds and sinking roots. It means, in each country, becoming part of the local life and economy.

On this approach, in eight years, Pfizer has reached out to—and into—100 countries of the Free World. In the process it adjusts operations to local customs, it sponsors grants and fellowships to raise local professional standards. And it builds organizations on local management.

In 1949 Pfizer observed a very quiet centennial: More than 90% of the year's \$47.5 million volume—mainly in bulk chemicals—was domestic. And even in the U.S. and its native Brooklyn, Pfizer was remarkably unknown.

But then emerged an era of branding and expanding.

Under a new president, John E. McKeen, Pfizer scientists discovered such "miracle" drugs as Terramycin, and a vigorous management team set out to advertise and sell them. Pfizer built animal medicines and feed additives into, today, a \$20 million business. (More recently it has gone into proprietary or "family" medicines.)

And Pfizer became "world-minded."

In his current annual report, John McKeen tells stockholders that, at the start of 1951, "not a single Pfizer employee, or sales branch" existed, "not a single Pfizer product was being produced, packaged or labeled outside the United States."

Today: 7,500 International employees of 50 nationalities—half of all 15,000 Pfizer employees—work in a world divided into five "autonomous areas." From Rio de Janeiro, Mexico City, Folkestone, England, Rome and Hong Kong, the area managers or "viceroy" direct a total of 35 branches

or affiliates: 11 in the Western Hemisphere, 12 in Europe, six in Africa and six in the Far East.

Last year alone, Pfizer International's employee group was expanded 40%. At least 99% of the 7,500 are natives of the countries in which they work. More than 2,200 of them are engaged in sales and in "detailing" promotion with hospitals, doctors and clinics. (Nearly all sales- and detailmen are college graduates, with a working knowledge of physiology and medicine—and then of Pfizer's products.)

Pfizer stockholders have seen a slide film showing detailing teams in India, girl detailers in Turkey and Siam, a promotion group in Germany, a veterinary team helping a farmer in Mexico. To meet its needs in another part of the world, Pfizer is recruiting from some 600 native Africans who are now studying in American colleges.

And on the financial side, while total corporate sales have nearly quad-

than we have in the United States and the resultant inflexibility in pricing destroys its utilization as part of the competitive package. Legal (and illegal) pricing agreements between companies also occasionally affect the degree of flexibility.

A large degree of local authority is necessary for the successful foreign operation and home-office management must recognize this. The local office has more pertinent know-how for the day-to-day operating decisions that must be made with speed, and it cannot operate effectively if the home office withholds reasonable responsibility. On the other hand, it is absolutely essential that the home office be kept fully informed on all matters that will influence policy decisions. Only home-office management is in a position to establish policy for subsidiaries, since only at the home office can total impact on the entire operation be gauged. The foreign subsidiary must be viewed as an integral part of the operation and not a separate entity.

On this score, sales-reporting systems should be designed to broaden management's understanding of inter-

national operating conditions. Such sales reports should feature information that will broaden general knowledge and skip the particulars required for routine decisions only.

There are, then, several extremely significant areas that must be thoroughly examined as a prelude to establishing the sales organization abroad. Such factors as product quality and style, market size and potential, purchasing power and habits, distribution channels, and pricing policies may not be lightly dismissed abroad any more than at home. Unfortunately, experience in the U.S. does not yield the answers to related problems abroad. Outside assistance is called for.

Statistical information on foreign markets is normally readily available from several sources, and in many instances these sources are eager to help and go beyond mere perfunctory assistance. The United Nations has assembled myriad data, cross referenced by country and by industry, as has the United States Department of Commerce. Embassies, through their commercial departments, are very useful sources; trade associations and

such organizations as Puerto Rico's Economic Development Administration are anxious to be of help; international advertising agencies are excellent sources of information.

It is also very desirable that top management spend as much time as possible in the country selected for expansion activities — prior to taking any formative organizational action — in order to get a feeling for the culture of the host country. This "feeling," plus some vital information, hints and suggestions can be picked up also through communication with advertising agencies operating abroad; business firms, both competitive and noncompetitive; the local bankers and local legal counsel. And local capital participation may provide a value far greater than its obvious financial advantage, in contributing to this accumulation of local insight.

Probably the most important key to success, and it is in this area that the successful foreign operations are noteworthy, is the selection of personnel. Statistics have shown that it costs between \$35,000 and \$50,000 a year to maintain each American employee

(continued on page 82)

By "Going Local"

ruled from \$60.8 million in 1950 to \$222.7 million last year, Pfizer International sales have soared at an even higher ratio, from \$10 million to \$86.4 million in the same period. This year's International target is \$100 million.

John J. Powers, Jr., v-p of Pfizer, and board chairman and president of the International subsidiaries, has seen the overseas efforts also produce their share of total corporate profits (\$24 million in 1958). Now, without pausing for breath, Pfizer is completing a \$35-million, 30-month expansion program abroad.

Here's how some of these dollars help to nourish the economy of one country:

Since 1956, Pfizer Argentina, S.A., has produced pharmaceuticals near Buenos Aires. (It now has 600 employees.) But a new production complex there, now building, embraces basic-chemical, pharmaceutical and animal-feed supplement plants. Construction costs alone will total \$8.4 million.

"Into more than 100 lands," John Powers emphasizes, "we intend to sink our roots so strongly that no one can dislodge us."

In 1958 Pfizer offered \$350,000 for research grants, fellowships and awards, to stimulate creativity and strengthen professional standards in 31 countries. These ranged from travel grants to attend U.S. medical symposia and \$6,000 a year to a London medical school, to \$13,800 to the American University at Beirut, Lebanon, for research in "infectious disease and parasitology chemotherapy" and \$4,800 for studies in animal husbandry and poultry at universities at both ends of Australia.

In Africa, among others, Pfizer contributes to the clinical work of Dr. Albert Schweitzer . . .

"Supply" can get complex. In other industries demand may be anticipated, but pharmaceutical companies never know where a flu or polio epidemic may strike . . . and until enough plants are built in enough

strategic locations, Pfizer's Belgium depot must meet part of India's needs; England must serve Burma; Viet Nam and Indonesia get theirs the long way round, from Panama.

The regional or national manager has to be equally resourceful: In Chile he buys a Bonanza single-engine plane to tote detailmen and merchandise to remote Andean aeries . . . In Mexico and Siam, when doctors are too busy to be seen by day, he sets up a night detailing system . . . In Turkey he finds himself bartering Terramycin and chemicals for molasses and raisins.

In some countries, trying to sell feed supplements where there is no feed industry, the managers proceed to organize one.

John Powers stresses the fact that Pfizer's worldwide growth will be in direct ratio to its ability to develop "future leaders." Pfizer International has launched "an imaginative on-the-job training program for personnel who can take advantage" of these opportunities . . . "The pool of abilities in this cadre of leaders" increasingly will "challenge top management to extend company activities in di-

(continued on page 84)



Meet the "Boss of the Year"

When **Don C. Mitchell** joined Sylvania Electric Products, Inc., as v-p in charge of sales in 1942 (now he's president), the company sales that year were \$32 million. They rose, in '45, to a wartime peak of \$126 million. It was Mitchell's task to prevent Sylvania's sales, in the post-war period, from dropping back to the leaner, pre-war levels. He did it by developing a distribution organization and sales force capable of handling a peacetime volume comparable to the huge wartime sales force. So well has he succeeded in keeping his company's sales climbing (about \$400 million annually now), that recently, before a combined meeting of the Sales Executives Club of New York and the Young Executives in Sales, he was chosen the first "Boss of the Year" by the latter organization. Mitchell is a leading exponent of decentralization. He believes it is a vital aspect of managerial development and a leading factor in developing sound management-employee and company-community relations. His own career has been a varied one: After a short period as an instructor of mathematics in a New Jersey high school, he joined McGraw-Hill Publishing Co. as an advertising salesman, later became manager of the company's industrial site service bureau. In '33 he became manager of the Marketing Division of American Can Co. Still later he was v-p in charge of sales for Pepsi-Cola. He left Pepsi to join Sylvania. Better sales management and better selling, he believes, could push the nation's annual total of goods and services to \$500 billion in 1960.



Traveling Man

John L. Bricker may, at the moment, be somewhere west of Laramie. He's recently joined Colgate-Palmolive Company as v-p of marketing planning, a brand new title with the company. And as the man responsible for contributing to the development and implementation of strategic marketing plans he's taking first things first. In this case first things mean a grand tour. Bricker packed up his old kit bag and set out on a nationwide swing, visiting every facet of his big company's operations, gathering vital statistics, sizing up operations as he goes. Out of all his research will come recom-

mendations of overall marketing objectives and plans for development of corporate marketing policies. In addition he'll contribute technical advice and guidance to divisional marketing executives in various phases of their marketing programs. Headquarters will be New York. Until he went to work for Colgate-Palmolive he was executive v-p and a director of Outdoor Advertising, Inc. The kit bag is almost full. Soon he'll be emptying it on executive desks. John Bricker is returning to Colgate's fold: In the early '50s he was the company's director of merchandising for toilet goods. Later he was v-p of marketing, Whirlpool Co.

AS WE GO TO PRESS, BRICKER HAS BECOME COLGATE'S CORPORATE V-P FOR MARKETING, SUCCEEDING STUART SHERMAN WHO HAS RESIGNED BECAUSE OF AN EYE DISABILITY.

They Got Him off the Golf Course . . .

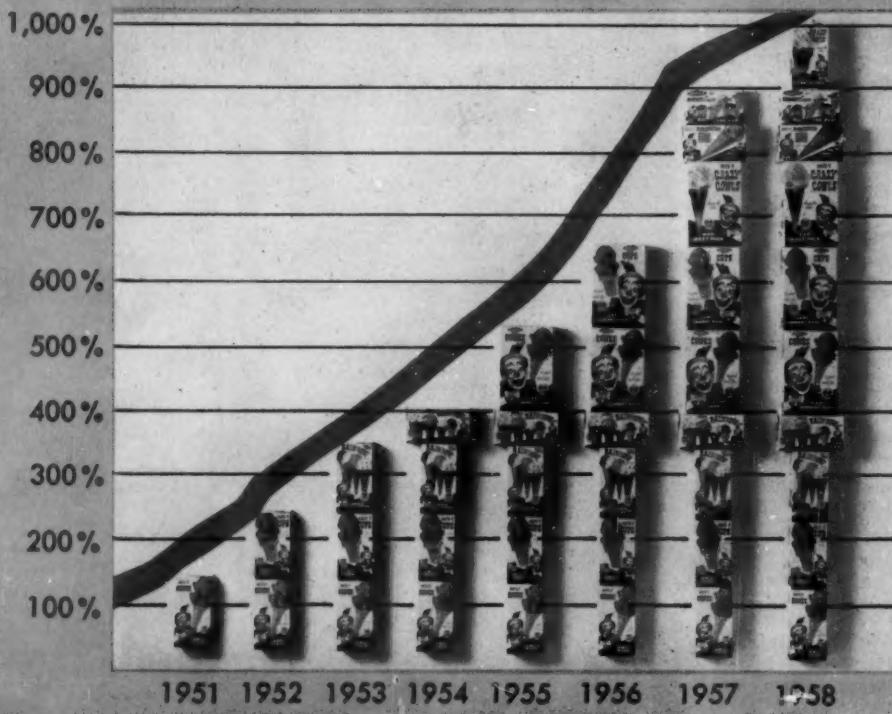
When Russell, Burdsall & Ward Nut & Bolt Co., 115 years old, recently elected John S. Davey v-p in charge of sales, the news came to him on Scotland's famed St. Andrew's golf course. His intended eight-week vacation shrunk to ten days as he caught the next plane home to Port Chester, N. Y. At the moment he spends 12 to 14 hours a day managing the 100 or so people who report to him, but he hopes to cut this down to ten or 12 when he gets used to the job. His company operates four plants coast to coast, employs 1,500 people, sells "upwards of \$25 million annually." RB & W makes more than 250,000 types and sizes of industrial fasteners. Engineer-salesman Davey draws no distinction between selling and application engineering, one of the plus values his company offers its customers. "Where," he asks, "does engineering stop and selling begin?" He provides technical counseling to the company's sales engineers and assists customers in proper fastener applications, product design, assembly techniques. An authority in his field, Davey serves on more than a dozen committees of various technical societies. Before taking on this new job he was in charge of research and engineering. He has also, in his 30 years with the company, been in sales. And he's convinced that 90% of fastener abuses in industry are born of basic misunderstandings of the function of the nut and bolt. One of his first moves after moving into this job was to announce a major program of pricing simplification. A teetotaler, he switched from Martinis to No-Cal several years ago.



How Safe-T Baking Woke up Its Sleeper

When ice cream cones started down the dead-product drain, two marketers decided to butt in . . . With shrewd promotion, packaging and merchandising programs, they brought a quiet company to nearly \$1 million sales, put ice cream cones back in business.

Steady Sales Increases Have Followed Safe-T's Introductions of New Products and Packs





CLOUDS OVER HAPPYLAND? Maybe, but to most small fry Scoopy the Clown means fun—and this fun doubled Safe-T Pacific's cone sales right off the bat. Luckily, this well-known

and popular fellow has dozens of doubles, in fact, it's common practice in the company's promotions for a salesman to take over Scoopy's nose, clothes and happy antics.

FOR a while, there, it looked as though the ice cream cone was on its way out.

Rising costs that followed World War II killed the long-popular nickel cone in most drug stores and at most soda fountains. And big changes had come about in ice cream marketing: gallonage sales of ice cream had moved heavily to the super markets.

Many people in the cone industry were ready to bury their product with a "too bad . . . but it had a merry life while it lasted." But two young men, Arthur Graham and Lorne Stanley, disagreed. They felt the patient could survive and prosper—and were sure they could prove it.

They've done just that. As president and director of sales, respectively, for Safe-T Pacific Baking Co. of Redwood City, Calif., they have brought their company from a standing start at the end of the forties to nearly \$1 million in gross sales annually. Their biggest gains have been made in the past six years—years characterized by shrewd, gay promotion. And ice cream cones are not only good for scoops of ice cream.

The market picture viewed by Graham in 1951 was not pretty for makers of ice cream cones. At that time more than half of U.S. ice cream was being

sold in super markets. He studied this trend and saw opportunity instead of calamity. Then he hired Stanley to help him reach a new goal:

If ice cream is moving from the drug store fountain to the super market, why not follow it? This idea was already being explored by the parent firm (Illinois Baking Corp., Chicago), but Graham decided to pursue it further. After all, sales of half-gallon bulk packs were climbing. Families were insisting on larger frozen-food compartments in their new refrigerators; many were buying home freezers, too. Didn't this indicate that many families would be keeping large quantities of ice cream on hand at home? And what better, neater, fuss-free way is there to eat ice cream than from a cone?

Cones would have to be sold in handy, carry-home packs, Safe-T's officials decided. And grocers would have to be sold on carrying this new and unfamiliar item. Stanley knew there were two tricks to be accomplished.

First was a favorable profit-structure for the grocer. Cones offered that. Next necessity, Stanley knew from prior experience in the folding box business, was an attractive, sales-compelling package.

Eager to begin testing its theories on super market sales of cones, Safe-T Pacific launched its first trials with a package which did a good job of identifying the product, but, admittedly, was not the total answer. Meanwhile, Stanley and other company officials hob-nobbed over questions about cones and their companion product, ice cream.

What does ice cream mean to most consumers? Surely, it isn't a staple food. Ice cream is a refreshment, a dessert, a treat. Ice cream, Safe-T's executives decided, was a symbol of fun. Therefore, the ideal package for ice cream cones would be one which somehow projected this idea of fun. Safe-T's packages, Stanley decided, must have a visual symbol that meant fun. Numerous ideas were tested and discarded until the company finally hit upon the perfect feature—a cheerful clown. Called "Scoopy The Clown," he was teamed on the firm's next package with a picture of a cone top-heavy with pink ice cream. Sales promptly doubled.

As the accompanying pictograph shows, this decision set the pattern for the company's fantastic sales gains. Introduction of each new package, with attendant product developments, pushed sales volume higher. Sales in-

creases for the company's other departments, the drinking straw and soda fountain supply sections, kept pace.

Safe-T's fountain salesmen, for instance, reported increasing demand for cup cones. If soda fountain customers want cup cones, the management decided, wouldn't housewives like them, too? Cup cones were added to the home-pack line and promptly rocketed from zero to 5,000 cases in 30 days.

As the first year of its new push ended, two things happened that convinced the cone-promoters they were on the right track. The parent company gave them a freer hand in policy-making for their own area. Next, the home office began adopting the same package changes Safe-T Pacific had pioneered.

Now Safe-T Pacific's management team, keeping compelling packaging as an integral part of their program, launched a marketing effort that is still going on. The program is characterized by the following:

- Recognition of the super market as the major purveyor of ice cream and thus keying all promotions to

the grocer's interest and profit.

- A continuous program of tie-in displays and in-store demonstrations of cones, ice cream and such related items as dessert toppings.
- A steady stream of display material which will help grocers sell both cones and ice cream.
- TV and radio advertising which spotlights Safe-T's brand character, Scoopy The Clown, for maximum shelf recognition.
- Clever, consistent use of premiums related to the product.
- New recipe uses for ice cream cones and cups.
- New non-ice cream uses for cone-like products and other Safe-T products.

In creating its packages, Safe-T Pacific aims at two major targets: sales appeal and convenience for the grocer. Design has been a major factor in both instances. For instance, Safe-T cartons are printed in a unique "two-faced" manner, so that grocers may display them either standing up or on their long sides.



DESIGN FOR CONVENIENCE is a major element in Safe-T Pacific packaging. With "two-faced" printing, grocer has choice of stack arrangements.

Safe-T offers a wide variety of products to gain entry into any market. When it found competition strongly entrenched in some stores with the conventional types of cones and cups, the company brought out a radically new multi-colored "Crazy Cone." This item, in line with Safe-T's concentration on profit for the grocer, got the firm into new outlets and gave the store operator a higher-than-average margin per sale.

Profit margins, indeed, have been a strong selling tool for Safe-T Pacific. Average margin for food store operators on the 3,250 items they sell, is about 16%. Less than a thousand of these many items, actually bring in this average margin. The rest of the store's wares are sold below average or even as loss leaders.

Ice cream cones, Safe-T points out, bring the grocer a profit margin of 30% and more. This, plus the fact that ice cream also is a high-profit item, usually made it easy for both Safe-T Pacific and its grocers to start thinking along companion-item promotions.

"Ice cream cones were originally the spur to widespread consumption of ice cream in this country," Graham and Stanley reasoned, "so why shouldn't they help multiply ice cream sales in super markets, too? After all, anything that sells more ice cream will sell cones, too."

Ideal for this type of promotion was the miniature cup developed by Safe-T's parent firm, Illinois Baking. Holding just enough sample ice cream to stimulate, but not satiate, appetites, these tiny cups were perfect for in-store giveaways.

► Safe-T Pacific made the small cups available to ice cream makers who wished to stage special demonstrations in super markets. In return, grocers concerned have been happy to provide space for ample Safe-T cone displays. The demonstrations not only sold both cones and ice cream, but also uncovered a latent consumer demand for the midget sample cones.

When customers asked if such cones could be purchased, the company obliged by adding still another retail package to its line: midget cups. These are now promoted as specialties for serving babies and young children, for holding custard, fruit salad, canapes and other "finger food" items.

Interest-provoking display materials have aided Safe-T's sales too. Most selling to retailers is handled by the company's aggressive broker organization but for Sales Director Stanley there is no greater thrill than to stride

into a buyer's office towing a gigantic eight-foot tall inflated plastic ice cream cone or one of the firm's other out-sized point-of-purchase sales aids.

"With the right sort of display aid, and well-packaged products," Stanley gloats, "it isn't a question of acceptance but rather 'how many cases will get me that?'"

If ordinary display ideas fail, then Safe-T can always turn to a flesh-and-blood aid in the person of its Scoopy The Clown:

For his sponsors, Scoopy has become much more than a mere trademark character. To thousands of children he has entertained in supermarket demonstrations, Scoopy is a living symbol of the fun and festivity connected with ice cream cones. In such appearances he joyfully presides over mammoth displays, gleefully giving away free cones filled with ice cream supplied by a cooperating dairy firm.

On other occasions Scoopy is loaned out for community events and store openings. The service nearest his firm's heart, besides his effect on its sales, comes from the safety talks the clown gives to children in schools, club meetings and hospital wards.

"Kids recognize and love Scoopy," Stanley says, "and they remember his messages about safety. For association with our company, we're lucky in the word safety, but we feel quite sincerely that it is a privilege, through Scoopy, to help reduce traffic accidents."

► One wonderful thing about Scoopy (both for kids and his sponsors) is that he can have dozens of doubles. Usually—on TV and in most public appearances—his greasepaint grin and costume are donned by a trained professional performer. When necessity demands, however, company salesmen and broker representatives are more than glad to assume the role of Scoopy. Costumes are kept available for this purpose and there's never any shortage of volunteers for a spur-of-the-moment show.

"No clowning about it," concludes Stanley, "Scoopy is our best salesman."

Running the clown a close second, however, are the self-liquidating premiums which Safe-T features on its packages. At various times the company has offered such varied premiums as salt and pepper shakers, a clown-shaped cookie jar, ice cream scoops and many other enticements.

Sometimes these premiums are attached to the package, at other times they are available upon order by mail. Each Safe-T package usually offers at least two premiums, headlining

one on each "box top" end. Each package also features "trading card" reproductions of Scoopy and recipe suggestions.

When the ice cream scoop is attached to the package for a special deal, the promotion is usually priced to sell in combination with ice cream, thus giving the grocer a bonus sale. Some premiums have far exceeded the company's expectations. In the two and a half years since Safe-T first offered its ceramic salt and pepper shakers (shaped to look exactly like two filled midget Safe-T cones, complete with brand name) consumers have ordered over 100,000 sets.

► Graham and Stanley feel they are just on the threshold of countless new uses for their products. Coming projects include a corn-flavored cup to hold hot foods like chili, a cone made of fertilizer components to hold nursery plants (buyers may simply plant "pot" and flower, too), and Chinese fortune-cookie cones with a printed fortune in each cone.

No Safe-T product seems to be im-

mune from management's desire to experiment. Not long ago, top officials gazed thoughtfully at the clippings from their straw-making machines. They had already added such extra attractions as candy-striping and pure-white paper to their drinking straws. But the little tubular waste clippings bothered them. Surely there ought to be some profitable use for a springy, free-flowing material like this?

► Safe-T's answer was to patent and promote the straw clippings as a protective packaging material. Several leading department stores and electronic firms already are taking all of the straw clippings the company can produce. More customers are awaiting the installation of machines which will do nothing but produce this one-time "waste" material.

"We don't feel we've come anywhere near exhausting the possibilities of our products for home or industry," says Stanley. "There seem to be dozens of uses around every corner—and we're going to keep turning corners looking for them." ♦

With "Safe-T First," in Cone Making

Safe-T Pacific Baking Co. attained its own corporate name and status in 1951 after several years as West Coast manufacturing branch of the Illinois Baking Corporation of Chicago, Ill. In that role it was making cones and straws, of course, but it was not prospering; cone sales at soda fountains were declining.

New marketing practices dramatically changed the picture for the revamped company. Sales began climbing sharply upward until, today they are 900% higher than they were in 1951.

Safe-T Pacific operates as a virtually autonomous affiliate of Illinois Baking, serving the nation west of the Rockies, Alaska and Hawaii and selling across the Pacific as far away as the Orient. The parent company, Illinois Baking, sells all over the world. Combined sales of the two organizations run into millions annually, from sales of ice cream cones and cups, soda straws, flexible drinking straws and paper cups. When 50-year-old Illinois Baking started, only the old-fashioned rolled sugar cone was made. The corporation is credited generally with originating the modern pressure-baked cones which first lent themselves to modern mass production. The term "Safe-T first," referred to the way the makers built extra strength into their cones, a safeguard against breakage.

Safe-T Pacific has just completed a modern plant 25 miles from its original San Francisco location. This new structure, located at Redwood City, Calif., on the San Francisco Peninsula, has doubled the firm's capacity.

It's Possible: A 2½-Hour Shipping Cycle

That's all it takes John Plain & Company of Chicago, big national wholesale distributor, from opening the order to shipping it.

It's not a question of months, weeks, or even one day. From the time a mail order is opened at John Plain & Company, Chicago, until the merchandise arrives on the shipping platform "ready for the truck," just 2½ hours elapse!

It happens with every order, every day. When it doesn't, S. W. Faierson, John Plain's operating manager, finds out why—and in considerably less than 2½ hours.

John Plain & Company is a leading wholesale distributor of gifts, home-wares and apparel. The Dealer Division serves 54,000 merchants in smaller communities across the nation. For industrial accounts, engaged in premium and incentive programs, Plain maintains a separate Premium and Incentive Division, warehouse and shipping cycle.

The method by which the company processes the tremendous daily load of orders for over 14,000 in-stock items is unique. The speed with which the company accomplishes this is amazing!

Faierson sums it up this way: "A long time ago, we convinced ourselves that unless we deliver the best possible service-package, we cannot hope to maintain our leading position."

Sales Management took a close look at the John Plain shipping cycle. In fact, we followed a typical order through the entire, fast-moving, highly efficient process.

After catching our breath, there was little doubt that this rapid-fire shipping cycle lies at the heart of the John Plain operation.

It has become a highly effective sales tool—the company merchandises it throughout its advertising and promotional campaigns.

For the manufacturer, the "quick-ship" can mean a potent service bonus!

See for yourself. Follow an average order through an SM photo-presentation of what may prove to be a vitally new dimension in your service-package.



THE MORNING MAIL brings in 75 to 800 orders, depending on the season. These are grouped in blocks of 100, which travel together through John Plain & Company's amazing 2½-hour shipping cycle. Each block has scheduled arrivals at all processing points.



IN SCREENING PROCESS, the order is scanned for special instructions, item numbers, warehouse designation and number of shipping labels required. Orders for valuable items (rings, furs, etc.) receive special marking because they are stored separately. Orders for more than one warehouse are marked "consolidated."



IN INDEXING, customer's card is pulled from geographical listing. The file card contains a special plate from which the order itself and shipping labels are addressed. Credit data on the file card is transferred to the order. The order activity is stamped on the card, and it is refiled.



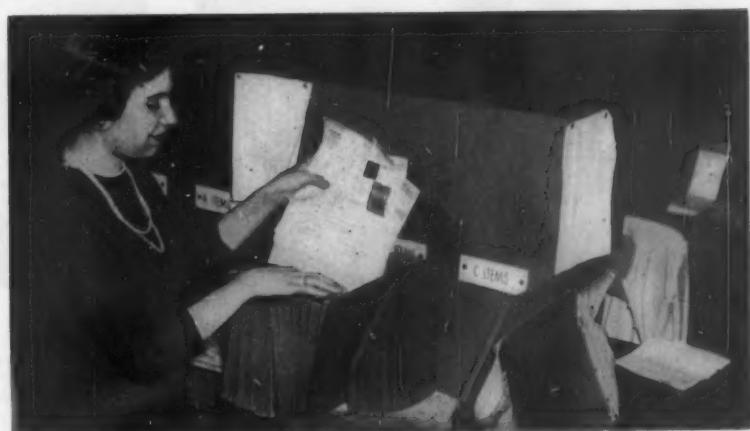
CREDIT CHECK ensures that the total value of the order is within the customer's established credit limit.



HERE, SPECIAL ORDERS for "drop-ships" are prepared. Orders for rings, guns, etc., are re-routed for special handling.



CLERICAL DETAIL COMPLETED, the orders are gathered for actual distribution to Plain's three warehouses. Paperwork is held to a minimum by using the customer's own order throughout, as master.





EACH ORDER BLOCK is distributed to the proper warehouse pick-up desk, where groups of orders are assigned.



THE PICKER "RUNS" the aisles selecting the ordered merchandise. The company carries more than 14,000 in-stock items.



PICKED ORDERS are checked for proper merchandise, color, size, etc., and then forwarded to the packing bench.



AT THE PACKING BENCH, the pieces are verified against the customer order, packed in a carton, and shipping labels affixed.



COMPLETED AND PACKAGED, final order is placed on a conveyor belt to be forwarded to warehouse's scaling operation.

U. S. Army Redstone Long-Range
Missile Artillery. Range 200 miles.

It's Loaded

with buying power . . .

THE INDIANAPOLIS AREA*

• Count down. Then . . . stand back!

Here's where the Indianapolis area "blasts off," straight up!

Retail sales in this rich, populous 45-county area are larger than the retail sales in each of 23 different states!†

Take metropolitan Indianapolis alone. It ranks 8th in retail sales per household . . . and 13th in effective buying income per household . . . among the nation's 33 largest metropolitan areas . . . populations over 650,000.†

The key to this rich Indianapolis market is *The Star* and *The News*. They cover Indianapolis like a nuclear warhead, and mushroom your message throughout the 45-counties. Write now for full market details.

†Sales Management, Survey of Buying Power, 1959

*THE 45-COUNTY TRADING AREA
THAT'S BIGGER THAN YOU THINK!

Population: 2,152,000

Income: \$3,823,053,000

Retail Sales: \$2,466,255,000

54.9% By

The Star and The News



KELLY-SMITH COMPANY
NATIONAL REPRESENTATIVES





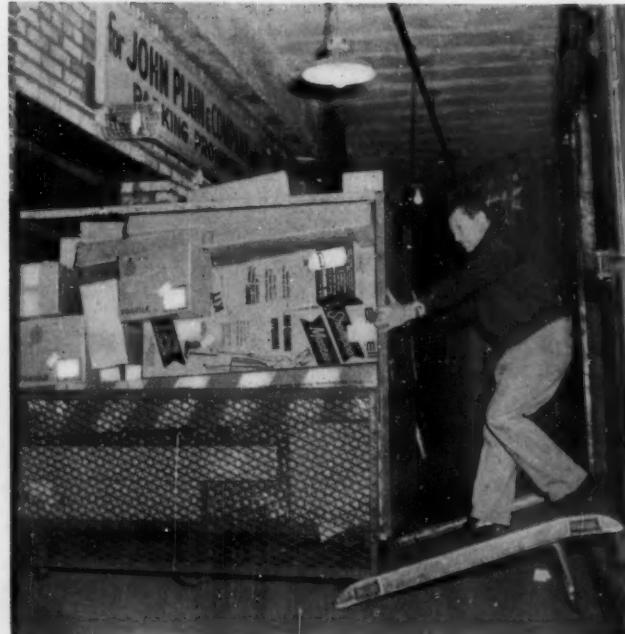
WEIGHT IS DETERMINED, and the required postage indicated on the customer's package to facilitate next step of the cycle.



INDICATED POSTAGE is pasted on the package, which is then sent to a loading point in company with other packages.



THE PACKAGE IS LOADED into a floor vehicle with others in the block, sent to loading platform.



FLOOR VEHICLES, bearing the completed block of orders, are loaded into a truck bound for the post office only 2½ hours after the orders were opened.





It would take 1,000 salesmen,
making 10 calls each per day,
more than 11 years to make
as many face-to-face contacts
as you get from 1 ad page
in 1 issue of the Post. Alfred
Politz' study of Ad Page
Exposure proves: 29 million
times each issue, someone
turns to your ad page in the Post!



Can You Name the Trademarks?

At the recent annual meeting of The United States Trademark Association it was revealed that many trademarks — some of them the most publicized — do not have product identification. And some of them even promote competitive products.

It all came to light when Hoyt Howard, consulting art director, introduced a "Name the Trademark" game. Of 136 participating members of the Association — all so-called specialists — only one could correctly identify all of the 26 trademarks shown here. Numbers of them identified some of the trademarks with competitive products.

The Heinz "57" was the trademark identified by more of the participants than any other trademark (126 correct answers, representing recognition at the rate of 93%. See scores page 86).

According to Howard, previous tests among trade and consumer groups gave both Four Roses and Cadillac much higher ratings. Before the Four Roses trademark came out with a shield, it was always in first place. Cadillac dropped from third place to sixth (94% to 87%) since

other automobiles borrowed the use of the "V."

There's the case of the bust of an old gentleman, which has long been the trademark of a famous brand of whiskey. He has been mistaken for Ben Franklin, representing a magazine founded in Philadelphia, and for Noah Webster, representing the publisher of a dictionary. Too often, Howard maintains, he is identified with brands of whiskey other than the one he really represents.

► The same can be said of another well-known trademark which shows a small boy, lighted candle in hand, about to "retire" for the night. Thirty-nine out of 53 people who recently played the game, gave credit to competitors of the automobile tire company that has sponsored the lad since 1906.

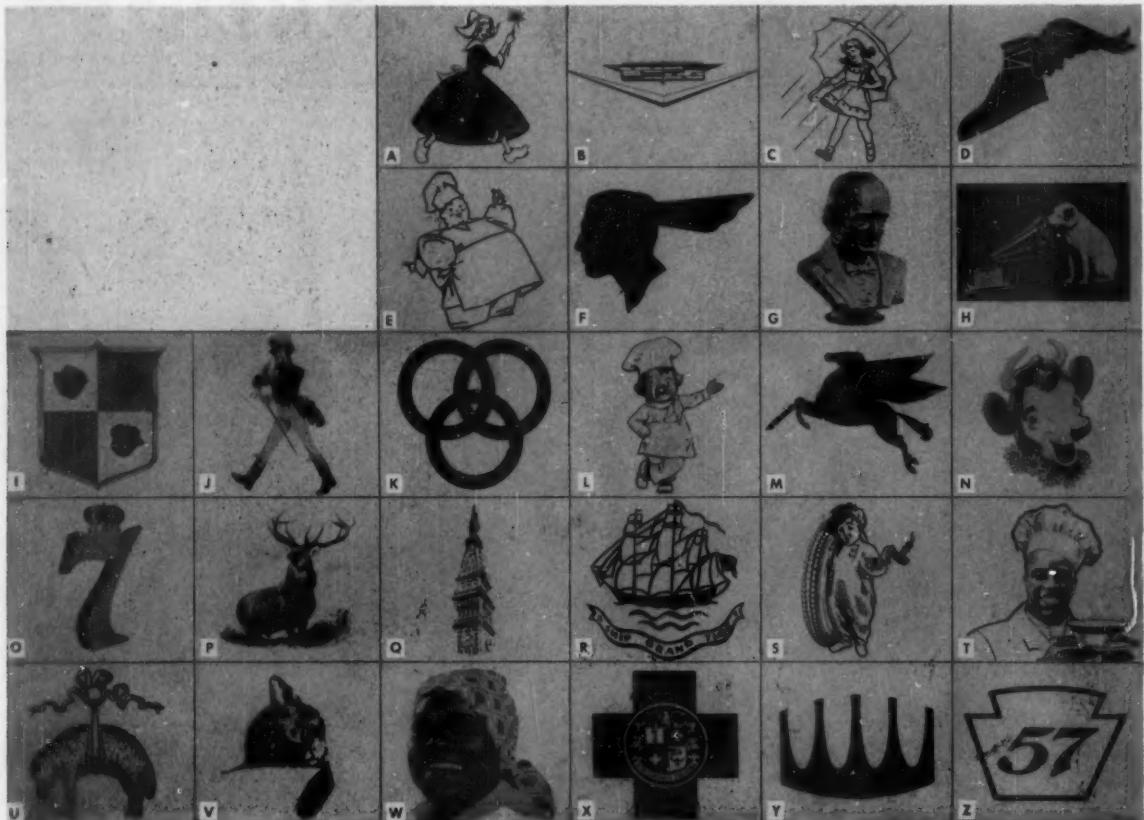
Then there is the picture of a stag which has the job of selling a well-known name in the insurance field. It often is identified with rum and beer, hunting equipment and even the Elks Club. And the old-style drawing which shows a lamb cradled in a rib-

bon band, the trademark of a world-famous men's clothing establishment, wins true recognition at the low rate of three out of 53.

Another example: It's the picture of a cat, half hidden under covers of a Pullman berth—a well-known trademark but one which is all too often related to railroads other than the railroad for which the cat works (or sleeps). But most discouraging, according to Howard, is the incorrect identity given to numbers of trademarks representing cake flours, crackers and cooked cereals.

"Apparently," says Howard, "the owners of these trademarks are spending millions of dollars every year to promote the products of their competitors. Why? Because, although much time and effort is spent protecting trademarks, there is not enough time and effort spent in testing them. No matter how well designed, clever or otherwise, appealing, a good trademark must be exclusive. It must stand up to the tests that prove that it is exclusive."

(See page 86 for correct answers to the test shown here.) ♦



In the New York market 1,900,000 News readers are suburbanites

The Daily News has 460,000 more readers in the suburbs than all other New York City morning papers combined; and 980,000 more than all evening papers combined!

Forty percent of metropolitan News readers live in the suburbs, and men readers outnumber women—990,000 to 910,000.

Source: Profile of the Millions—2nd Edition, a comprehensive and authoritative study of the New York City and suburban markets. Call any News office for a presentation.

For years certain New York newspapers have claimed the suburbs as their particular game preserves. They check trains, and find their sheets the favorites of commuters on the 8:12, or sometimes the 5:34. They send girl researchers to ring doorbells, and tally up top coverage among the first families of East Oilump, Conn.

The New York suburbs are a big deal, with some 6,000,000 population, nearly as large as the second and third U.S. cities combined—and not to be pressured with peanuts. Only The News has enough spread and weight to make sales in the corner store, the shopping center, the showroom, and to pull women into mid-Manhattan stores.

When New Yorkers move to the suburbs, The News is one habit that goes along. It is preferred breakfast fare in Stamford and Saddle River as well as Stuyvesant Town. It gets first reading from commuting husband and stay-at-home housekeeper. And no other medium delivers so much sell for the money.

Details? Any News office can fill you in.



THE NEWS, New York's Picture Newspaper

More than twice the circulation, daily and Sunday, of any other newspaper in America.

News Building, 220 East 42nd St., New York 17—Tribune Tower, Tribune Square, Chicago 11—155 Montgomery St., San Francisco 4
3460 Wilshire Boulevard, Los Angeles 5—Penobscot Building, Detroit 26—27 Cockspur St., London S.W. 1, England

sell a
QUARTER
of a
MILLION

- professional businessmen
- discriminating buyers
- community leaders
- sports enthusiasts
- frequent travelers
- independent investors
- home-owners



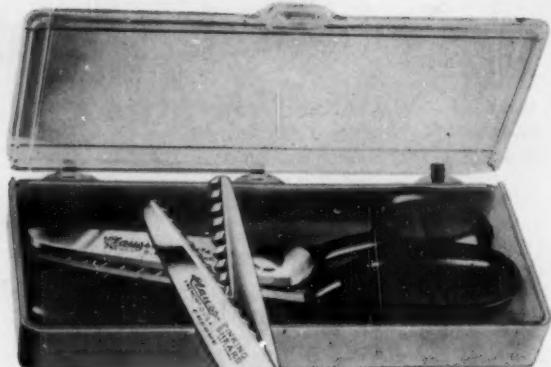
sell a quarter
of a million
DOCTORS
every other
week in the

AMA NEWS

The Doctor's own Newspaper

Published by the
American Medical Association

535 North Dearborn St., Chicago 10, Illinois



Peek-A-Boo Box Hikes Sales 10%

The use of transparent styrene boxes to package pinking shears increased acceptance of the product as a gift item and lifted sales by ten percent—with the result that the manufacturer, Clauss Cutlery Co., Fremont, Ohio, adopted similar packaging for other items in its line of precision instruments.

A pioneer in this type of packaging for shears, Clauss adopted it for these reasons, according to Assistant Sales Manager, L. J. Halen: "The plastic protects the shears during shipment, gives gift appeal, provides the customer with a means of storing the shears. A great many types of packages were investigated before we selected our present plastic box but we found that in most cases they did not give adequate protection."

An added consideration is that the plastic is lighter, for shipment, and less expensive than the leather case formerly used.

GIFT APPEAL is gained by packaging pinking shears in styrene boxes. Ease in shipping, home storage are pluses.

Stores like the plastic cases because they keep the merchandise clean and enable customers to see the contents which "sell" themselves, an important factor in view of the shortage of sales personnel.

Clauss manufactures an extensive line of cutting instruments, including dressmakers' shears, sewing scissors, garden shears and pinking shears in various sizes. The firm's products are distributed mainly through wholesale distributors in the hardware, drug, stationery and florist fields.

(The packaging material is by Monsanto.) ♦

The Bad Word Is "Quota"

"In working with people in the heavy construction equipment market we found that the bad word is 'quota.' They don't like it. But 'sales goals' O.K. So in this field, served by our publication, *Construction Equipment magazine*, we stay away from 'quota' like the plague.

"In fact, in this and in all fields we find it pays to resist strongly the temptation to use in research terms — 'the universe,' 'standard deviation' and so on. As soon as you introduce a phrase

a man doesn't readily grasp, you reduce contact. So we talk his language, even avoiding in many cases, the use of such a commonly used term as 'market potential.' Instead we say 'the total amount of business now available.' It's longer but more specific."

From a speech made by Arthur H. Dix, Vice President in Charge of Research, Conover-Mast Publications, Inc., before New York Chapter of American Marketing Association.

Look to General Outdoor for Hi-Fidelity **REPRODUCTION**



Sara Lee
ALL BUTTER
CINNAMON NUT
COFFEE CAKE



General Outdoor

General Outdoor's creative experts
are leaders in the exacting art of faithful reproduction.

For instance, this Sara Lee outdoor display, another GOA innovation, took months of painstaking work in GOA's giant studio. Being a food product, the illustration had to be realistic—look good enough to eat. With astonishing craftsmanship and imagination, a giant transparency was created—all the

painting being done on the reverse side of a huge pane of plate glass. At night, back lighting gives the illustration visual impact through an extra dimension and a high degree of visibility. This display is just one example of the kind of work available in General Outdoor plants.



John Svaniga

Born in Buehlovic, Czechoslovakia. In Vienna he studied scenic painting, interior decorating, portrait painting and church mural painting. In 1913, Mr. Svaniga came to Chicago and for 10 years was a GOA pictorial painter. Leaving GOA, he became a free-lance commercial artist doing water colors for lithography. In 1954, he again joined GOA to become a pictorial painter for the cutout rotary.



Erich Leps

Born in Tallinn, Estonia. Studied at the School of Applied Art, the Fallas Academy of Fine Arts. His pictures have been seen in exhibitions, reprinted in art magazines, and purchased for both private collections and art museums. Mr. Leps came to the United States and was self-employed as a portrait painter and art teacher. Mr. Leps has been with GOA for three years.



Joseph Tomanek

Born in Straznice, Czechoslovakia. At the age of 22, he moved to Chicago and studied at the Art Institute, spending a year in Europe on a traveling scholarship from the Art Institute. Returning to Chicago, he joined the Thomas Cusack Company as a pictorial painter. Leaving Cusack, he spent 25 years painting large church murals. In 1953, he joined GOA.

Luigi Sampieri

Born in Comis, Sicily. His father was an artist and interior decorator. In this environment, Luigi developed a proficiency as an interior decorator, scenic painter and portrait painter. He has held a number of exhibitions of his work both in landscape and portrait. He joined the Vepaco Outdoor Company in Caracas, Venezuela, as a pictorial painter before coming to Chicago and joining the pictorial group of GOA.



Sergio Delgado

Born in Monterrey, Mexico. Mr. Delgado studied at the St. Carlos Academy of Fine Arts in Mexico City. He entered the commercial field of art, painting displays for motion picture theaters—mainly Metro and 20th Century Fox—using the air brush technique. Later, he moved to GOA Chicago and entered the school for pictorial painters. His work is known for its "spirit" and pure, fresh color.



David Friedman

Born in Mahrisch-Ostrau, Austria. Mr. Friedman studied at the Academy of Fine Arts, Berlin. He has had many exhibitions of his work and has painted portraits of many famous people. In 1947, he moved to Israel and became a pictorial painter in a sign shop there. Later he came to GOA Chicago and entered the training school for pictorial painters. He is now with GOA in St. Louis.

How General Outdoor Makes Selling a Fine Art

GOA, knowing the importance of faithful reproduction in handling illustrations—especially food illustrations—imports European-trained mural and fresco artists. Under these old masters, trainees work to develop new ways of dramatizing product presentation—employing new materials and fresh applications of the old.



Covers 1700 Leading Cities and Towns

General Outdoor Advertising Co.

515 South Loomis Street, Chicago 7, Illinois



Samples Must be Sampled!

How to make sure your sample gets there hot (or cold) . . . who to reach and how to reach him . . . the extra details that get products off plates — sales in your pockets.



As told to Etna M. Kelley
By HOWARD C. BOERNER
H. C. Boerner, Inc.

The best salesman for a product is the product itself—which means sampling. But a sample offered is not necessarily a sample used. The whole operation can fizzle without the proper presentation.

In our food brokerage business we consider samples so important that we've developed certain techniques for distributing them at all levels: to buyers, to retailers and their personnel, to members of the press and other media, and to consumers. We want to hit users of our clients' products and sellers—and we want to make sure that they really try the products.

Let's start with sampling to wholesalers and chain buyers. These people are obviously prime targets for sampling. To get them to try the products in their offices is often difficult, but it can be done with care and planning.

All our men use insulated containers for products which should be tasted hot. With these they can bring samples, heated at home, on the first call of the day, or can bring the product direct from our office testing kitchen.

In other cases we have arranged to have products prepared and served to the buyer at the cafeteria where he usually lunches. Then again, we've used his own testing laboratory. The important thing in all cases is to present the product in the best possible condition—warm, appealing and appetizing. The buyer may take only one or two bites, but we want to make sure they represent the product

at its best.

And here are some additional pointers:

Timing: Tie the presentation to a holiday or other special occasion, such as the Fourth of July, Labor Day, Easter (or the Passover season). Such occasions are naturals for special presentations—and holiday moods are apt to be gayer and more receptive than usual.

Dress up or in some other way make the presentation special. This can be done through the container, for example. When introducing Swift & Company's Frozen Brown Fried Chicken, in early summer, we delivered a package in an inexpensive picnic basket, along with a frozen Sara Lee (also a client) cake and with Minute Maid (another client) lemonade. In combination these were considerably more appealing than they would have been separately, yet the expense was not great. And we directly suggested the use of all these products for picnics.

Make friends with the buyer's staff, especially the girls. Sometimes we send a product, like a frozen pie, to a buyer with the suggestion that he have the girls in the office try it. In such cases, we make a point of furnishing enough for everyone. We usually heat the pie first and send it in an insulated bag—and we usually include hot coffee.

See to it that key people in retail stores try the product. We don't assume that because a store stocks an item, personnel has tried it; and if they haven't tried it, they can't be expected to push it convincingly. So our field men (merchandising staff) will buy a product in a store, open it there and pass samples around. If necessary, they prepare the item in a nearby diner, serve it warm. We like to think that after tasting such products the store people will be more likely to give finest display space and perhaps recommend them to customers.

Food editors are good people to get on the side of your product. The goodwill of women's page editors, radio and television broadcasters and other members of the "food press" is valuable, especially for spreading the word about new products. We try to get all of them to try new products as soon as possible. This is handled for us by the Lynn Farnol (public relations) office, through parties, luncheons and samples sent to homes and offices.

We use a great many different methods of getting the public to sample. The two main categories are store demonstrations and coupons. Most store sampling operations are handled by professional demonstrators, who have trained staffs and supply the necessary serving equipment. But we do have certain ground rules for ourselves. For example, we buy and pay for not only whatever is served, but

MEETING COMING UP?

Here's a Pack of Ideas

Handy, pocket-size booklet contains reprints of some of the most popular articles on meeting planning that have appeared in *Sales Meetings*.

**32 pages—more than
14 articles**

CONTENTS

- What I've Learned from My 11,000 Speaking Engagements
- Put Small Groups to Work for Idea Developments
- Guided Conference: Good Substitute for Skilled Leadership
- Why Doesn't Brainstorming Always Seem to Work?
- Buzz-Write Workshop Insures Participation
- A Conference Is a Contest—Do You Win Or Lose?
- If It's Worth Saying It's Worth Reporting
- How Bankers Become Good Speakers
- 43 Ways to Excite Interest in Your Meeting Objectives
- For the Modern Meeting Planner: Guide to Styles, Groups, Methods
- Good Audiences—Made Not Born
- It's Real Work to Plan Women's Activities
- Your Planning On-the-Spot Program Change Is Valuable
- How to Get the Most Out of Hotel Service
- Send 50 cents in coin to:**

Readers' Service Dept.

SALES MEETINGS
1212 Chestnut St., Phila. 7, Pa.

also aluminum foil, Scotch Tape or anything else needed in the course of the demonstration. Thus the grocer suffers no loss as a result of the event. Then, as a precaution, our field representative checks with the store manager, reminding him of the forthcoming demonstration ahead of time. (Sometimes a chain's buying office announces the event in a bulletin, which the store manager may fail to note, or note too late for adequate preparation.) Our field man makes a point of being on hand at the beginning of the demonstration to get it off to a good start.

These occasions offer useful opportunities to check consumer reactions. We often bring back to our clients such comments as "Too salty," "Rather bitter," or suggestions on pricing or packaging. Of course such opinions may apply to the New York market only, but they merit consideration.

Coupons are used in newspaper or magazine advertisements. They may be redeemed for cash at the time the shopper pays the grocer for the merchandise. Shoppers like this plan and it ensures a high rate of redemption. Some grocers, however, complain of the time and effort entailed in handling, even though they are reimbursed by the manufacturer.

Another method is to have the shopper mail the coupon, with proof of purchase (box top or label) to the manufacturer or to a clearing house which specializes in such work. In return the shopper receives a cash rebate or a coupon good for a discount on the purchase of another unit or

even a different product in the same line. This is a fine system, except that shoppers sometimes forget to take the necessary step toward redemption. One advantage to us is that the plan provides a channel of communication with consumers, an opportunity to send recipe or other promotional device, or a coupon good toward the purchase of still another item.

Coupon offers are useful in introducing a new product or putting an old product in a new market. They can also be used to bolster distribution. They are usually announced through advertising, and the advertising should be pinpointed to the area. For example, if you wanted to win customers in a given area in New Jersey, you should put the coupon in a paper circulating there, not in a New York City paper. Another point: If your sales curve is rising anyway, you probably don't need a coupon offer. Use it only in areas where you're weak.

Summing up, sampling is an idea selling technique. But be sure that whatever you're distributing is a good specimen, delivered in proper condition. (If a frozen food, pack it in dry ice; if refrigerated, pack in an insulated container.) Inject a little excitement into the manner of presentation—such as through the container, or a complementary item. Be gracious—whether the giving takes place in a store demonstration or through delivery by a company representative. Following these principles may entail extra care and expense, but it pays dividends in good-will and sales. ♦

Plate-to-Palate Expert

Howard C. Boerner, head of the food brokerage house bearing his name, knows whereof he speaks on the subject of sampling. And with good reason, since the food firms he represents have given away, under his auspices, astronomical numbers of samples.

Five years old in May, the Boerner organization is credited with having attained 99.3% distribution for its clients in the New York area, and with being responsible for 20% of the frozen foods found in New York stores. Yearly volume is \$30 million and the firm hopes to increase this to \$50 million within the next twelve months.

Formerly sales director for

Minute Maid, Boerner left there to start his own business when it became apparent that selling through the firm's own staff was expensive, in comparison to selling through brokers. (See "How to Fire and Keep Your Salesmen," page 56.) Unwilling to lose the advantage of direct control of sales personnel or the opportunity to gather vital market information, he founded his own brokerage firm, with Seabrook Farms his first account. Among other Blue Chip accounts served by the company are College Inn, Kitchens of Sara Lee, Snow Crop, Star-Kist, Schrafft's Candies, Spice Islands, Stouffer's, Swift's Premium and, of course, Minute Maid.

STARTING THIS FALL

UNITED AIR LINES BRINGS YOU THE DC-8 JET MAINLINER-WORLD'S NEWEST AND FINEST JETLINER

Newest, biggest, roomiest, quietest of all the jets. That's the DC-8 Jet, built by Douglas, designed to United Air Lines standards specifically for airline use. Extra care and knowledge born of 3 decades of passenger service attended every step in its building and thorough testing. Result: more reason than ever for calling United Air Lines.

EXTRA CARE HAS MADE IT THE BEST OF THE JETS



SPECIAL SERVICES FOR SALES MEETINGS

United Air Lines can offer you expert advice on travel arrangements (including charters), promotional ideas and special display materials to help make your sales meetings, incentive programs and conventions the most successful ever. Just call your nearest United Air Lines office for complete information.



MULTIPLY THE USEFULNESS OF SALES MANAGEMENT

Now your back issues of Sales Management can be a cinch to locate and preserve. Keep them in the new Sales Management loose-leaf binder.

Your collection of issues will always be at your fingertips, organized, in sequence, ready to go to work for you at a moment's notice.

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An attractive, compact, practical addition to your professional reference library — at home or office.

Capacity: 12 issues per binder.
Colors: Black with gold lettering.
Cost: \$4.65 each, postpaid.

Sales Management

630 THIRD AVENUE • NEW YORK 17, N.Y.

How Wrap-On Wraps up Sales

When sales fail to respond to advertising, what do you do?

Tom Russell's answer: change your advertising strategy.

As president of Chicago's Wrap-On Co., manufacturers of electric-cable pipe insulation and protective over-wrap coverings, Russell dropped national advertising. In its place he substituted local dealer cooperative advertising, and pushed 1958 sales 50% over 1957. ". . . and 1959 will see sales double those of 1958," says Russell.

Russell and his Wrap-On operation were pioneers in the business of keeping people's pipes from freezing. He developed an electric cable which performed this task, and a special wrap-on covering to provide the protective insulation.

His idea was an immediate success, and, to no one's surprise, a number of imitators appeared on the scene, some making products of inferior quality, some offering lower prices.

Since Russell was spending a substantial amount of money—as related to his modest-size business—in national advertising, he expected sales, generally, to favor his product. Only it didn't work out that way.

People would enter a retail store and ask for that "stuff you wrap your pipes in." If the dealer had one of the similarly named, competing, low-price brands of pipe insulation on hand, he would offer it for sale. Here's the way Russell solved the problem:

In each standard, 12-package carton of insulation shipped, Wrap-On inserted four ad mats, with proofs, and one \$2-redemption coupon covering part of all of the insertion cost for one small ad in the dealer's local newspaper. The dealer selects the exact ad he requires from the four enclosed in the carton.

The ad he chooses is run below his company logotype, identifying him specifically as the man who sells Wrap-On insulation products in that area.



SMALL ADS like this now form the basis of Wrap-On's advertising. Company allows \$2 for each one used.

When the retailer runs the ad, he clips a copy of it, attaches it to the redemption coupon and forwards it to the factory where a check is immediately forwarded to him.

As far as the retailer is concerned, it's a perfect set-up — he advertises locally where the impact is greatest on his sales, and at no cost to himself. The wholesaler is happy because merchandise is moving with no cooperative advertising outlay on his part. Wrap-On is happy because merchandise is moving as a result of a highly effective local advertising campaign at a fraction of the cost of national advertising.

Russell's competitors laughed. They said he would bankrupt himself in six months.

The exact opposite has proved true.

His local advertising program has proved so effective in stimulating sales of Wrap-On products that, says Russell, "I feel positively that the majority of smaller manufacturers can adopt this method of advertising to great advantage."

The new localized advertising program has provided other benefits:

- The small Wrap-On ads identify the local dealer as the specific source of Wrap-On products. This helps to disperse a dangerous generic identification.

- Wrap-On receives its money from the wholesaler before it is required to return redemption monies to the retailer, and only after the ad has appeared. In this way, the gamble on results is measurably reduced.

- The system has attracted many dealers who previously handled a competitive product to the Wrap-On line.

- Price cutting on the Wrap-On line is practically impossible because the desired retail price is part of the ad mat. Since the retailer is not reimbursed until the factory sees a tear sheet of the actual ad, he is obviously unable to change the price and still receive his redemption money. ♦

How to Fire and Keep Your Salesmen — at the Same Time

When all Hell broke loose at Minute Maid, and even the weather played dirty, Marketing-Sales Director Howard Dick (now v-p) decided salesmen had to go . . . So 350 field men wound up in food brokerages, headed by former MM sales managers.



Breathes there a manufacturer who hasn't wondered how he'd survive if he didn't reduce his unit sales costs?

One company which not only wondered, but is today congratulating itself on having cut field sales expenses in half, is Minute Maid Corp., Orlando, Fla., packers of citrus drink concentrates (1958 profit: \$4,559,424, highest in the firm's 13-year history).

Two years ago Minute Maid decided on a complete metamorphosis of its sales staff. One year later MM's 350 field men were no more—all are now working for 36 newly created brokerages, the heads of which are former MM sales managers.

To Minute Maid the new setup means:

- An end to costly, fixed sales overhead. Unit costs, in the form of commission payments, now fluctuate in direct proportion to dollar volume.



"TOO MUCH OVERHEAD . . . what can we do to cut it?" Howard C. Dick, today v-p in charge of sales for Minute Maid, came up with the answer.

- A substantial increase in the number of salesmen selling Minute Maid (and Snow Crop, also owned by MM) citrus concentrates. The 36 brokers keep 500 salesmen in the field. The 150 extra ones are a manpower bonus, since MM's sales costs are determined by a fixed brokerage commission.

- No loss of know-how at the retail selling level since most of the brokers' salesmen are former MM men who are established and known in their own marketing areas.

How did this all come about?

Minute Maid was so beset with ills in 1957 (net loss for the year: \$2,542,903) that drastic steps just had to be taken. Among the company's woes that year were two major ones:

1. It had just bowed out of the frozen fruit and vegetable business after a disastrous three-year try to operate Snow Crop, with which it had inherited 200 salesmen. MM sold off all of Snow Crop's output except for the drink concentrates, to Seabrook Farms—at a \$1.5 million loss.

2. A big freeze destroyed much of the orange crop (and would have forced unit costs even higher had MM continued to support such a large full-time sales force).

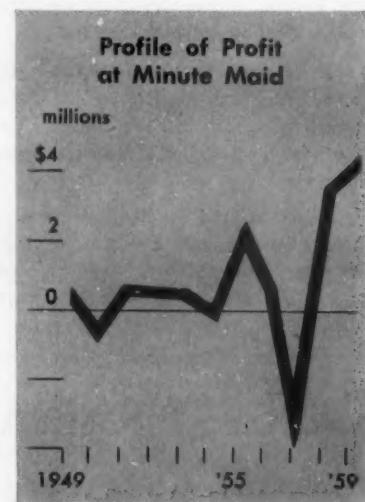
Credit for the changeover idea goes to Howard Dick, now vice president in charge of sales, then director of marketing and advertising. Dick was impressed by how few manpower problems MM had inherited with the purchase of the Hi-C line of citrus concentrate drinks which were distributed nationally through 86 brokers.

Why hadn't Minute Maid gone to brokers in the first place? When the company got underway in 1946 it had a lot of missionary work to do. Not only did consumers need educating, but grocers had to be sold

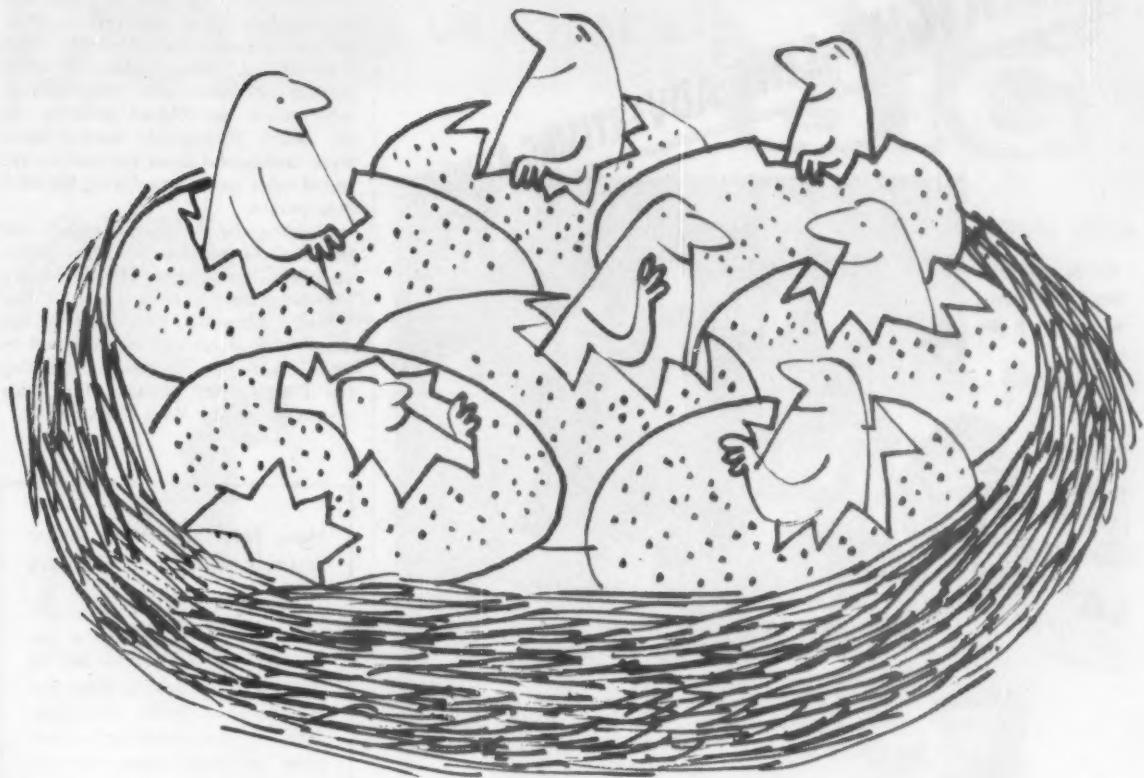
on giving the concentrates house space in their crowded frozen food cabinets. After this MM was beset by a tremendous influx of lower-price private label brands which further increased competition for precious freezer space.

Forced to re-examine all costs in 1957, MM viewed the brokerage system with increasing favor. A salesman handling a variety of labels and products could be kept in the field much more economically than a single-brand representative. Most important, in a brokerage arrangement sales costs adjust automatically to sales volume.

But brokers with the right experience in frozen foods were hard to come by; most of the good ones were already working for competitors. Turning its eyes inward, MM decided it had the makings of a top-notch brokerage network right in its own shop.



ERRATIC PROFIT CHART shows Minute Maid's continuous rise since 1957 (with \$2,542,903 net loss), the year the company decided to reorganize its sales setup and shift to brokerages.



SEVEN . . . IN ONE SWELL SWOOP

Anybody who has septuplets is entitled to crow. So stand back . . .

WJR has just given birth to seven lively hours of new daily programming, and we're mighty proud. Brand-new WJR-originated shows fill the time made available when we discontinued our network affiliation.

Now, more than ever before, we can provide our audience with complete-range programming . . .

programming with something for everyone.

This is nothing revolutionary for WJR. It's an extension and improvement of a long-standing, long-successful policy—live WJR-originated shows, tailored to suit the many different tastes and needs of the 17 million people in our signal area.

A station which gives the most in programming, gets the most in

audience respect and response. And the advertiser who specifies WJR, places his message where it will do him the most good. See your Henry I. Christal representative.

WJR DETROIT
760 KC 50,000 WATTS
RADIO WITH ADULT APPEAL

STRAIGHT-LINE ADVERTISING AT WORK!

"Not as much as I thought . . . maybe we can buy it this month."



PENETRATE WITH LOCAL PRICES

Sooner or later — somewhere between initial interest and sincere intention to buy — a farmer wants to know . . . how much?

Give him some figures to work with . . . let him weigh the difference between Mom's new washer and a new milker. Don't lose this fine prospect by letting him assume that he "can't afford it."

We can easily strip into your advertising the local or delivered price . . . and other cost information such as down payment and terms. We can do this quickly at no extra production cost. We print by gravure.

NEW EVIDENCE of how major advertisers are using STRAIGHT-LINE Advertising to penetrate Pennsylvania's rich farm market is illustrated in the new 20-page booklet at left. Write for your copy.



Pennsylvania Farmer

Harrisburg, Pennsylvania

FARM SHOW

Greatest Agricultural Show in the East

1960 Pennsylvania Farm Show

Harrisburg — January 11-15, 1960

PREVIEWED IN THE JANUARY 9, 1960 ISSUE

CLOSING DATE DECEMBER 18, 1959

MM strategists mapped out a smooth changeover operation (see box) in which top field salesmen and regional managers emerged as prosperous private entrepreneurs. The majority of other salesmen were placed with these new companies or with other established brokers. In all, nearly 56 separate market areas were transposed from internal to external sales operations during the one-year period.

Capping the campaign's climax was the final conversion last November. Hamilton Stone, then Minute Maid's vice president for sales who had, like Winston Churchill, presided over the dissolution of his empire, resigned to establish his own brokerage, replacing the Bing Crosby Minute Maid sales operation on the West Coast. ♦

How MM Salesmen Were Transformed into Brokers

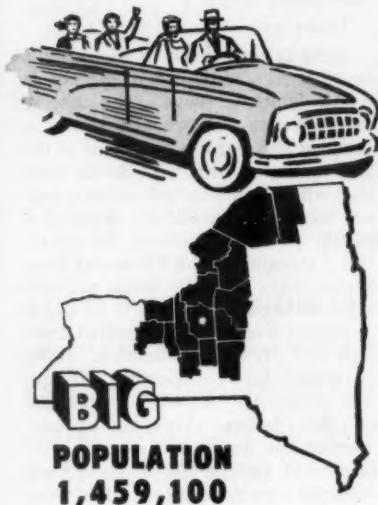
Operating an independent sales agency (Minute Maid has no financial interest in any of them) involves more than just salesmanship. MM's Controller, John St. John, prepared a complete operating guide for the fledgling entrepreneurs in which he:

1. Set up office and accounting techniques for a typical food brokerage business.
2. Prepared charts of accounts, control systems for income and expenses, and forms for basic books, journals and ledgers.
3. Provided samples of recommended forms for invoices, orders and voucher checks.
4. Recommended legal and financial advisors for the brokers and discussed with them the best means of capitalization and forms of operation.

Once the basic financial and operational procedures had been organized, MM arranged for the new brokers to meet sales executives of other food companies in order to round out their lines. In keeping with general practice, the brokers discuss any contemplated new product with MM to determine any possible conflict of interest.

WHEN YOU THINK OF THE SYRACUSE MARKET
--THINK OF ALL OF IT!--IT'S

BIG



15 Counties | ONE-THIRD THE TOTAL AREA
OF NEW YORK STATE

BIG In Transportation-Power

- 424,723 Registered passenger cars
- 47,461 Registered suburbs

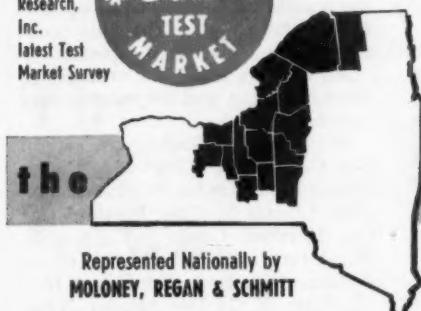
BIG In Spending-Power

- \$2,584,890,000
Total Buying Income

BIG In Buying-Power

- \$418,268,000 Spent in 1958 for
cars, accessories and equipment,
gasoline and gas station services;
- \$421,980,000 Spent in Food Stores;
- \$103,830,000 Spent on Clothing;
- \$1,715,762,000 Total Retail Sales.

*Results of
Selling
Research,
Inc.
Latest Test
Market Survey



There's one efficient way to sell ALL this BIG market. The SYRACUSE NEWSPAPERS deliver 100% saturation coverage of metropolitan Syracuse plus effective coverage—up to 76%—in the 14 surrounding counties. No other combination of media will do a comparable job at a comparable cost.

SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday

Sunday Herald-American 205,658

Sunday Post-Standard 109,060



CIRCULATION: Combined Daily 241,159

Everybody's Getting Testimonials for Burkay

Nearly 200 pleased customers, responding to a "Pictures for Profit" contest, have given A. O. Smith Corporation's Permaglas Division a new advertising "natural," and . . . getting testimonials has turned up new selling enthusiasm—unexpected markets!

When the manufacturer of commercial water heaters can capitalize on a testimonial that praises his product's bean-growing propensities—that's advertising!

And when the company's sales force brings in the advertising testimonials—at no cost—and in their new-found enthusiasm becomes entranced with big, new, "accidental" markets—that turns an advertising tool into selling with a plus, as Don Williams, Burkay sales manager for Permaglas Division, A. O. Smith Corp., Milwaukee, discovered.

Williams, sales head for Burkay commercial water heaters and boilers can take credit for the "Pictures for Profit" contest sponsored among Burkay's distributors and salesmen to bring in testimonials with sales punch, and reports with vital information. The bean-grower, a restauranteur who uses Burkay-warmed water to speed germination of his home-grown beans, is one of nearly 200 happy customers who responded with unexpected ardor to the contest. Others praised: ". . . an approximate 15% reduction in gas usage and consequent operating costs," from a Connecticut housing authority, so satisfied he converted all concerned installations to Burkays; ". . . savings of \$240 a year," from an Evanston, Ill., manager of 133 luxury apartments who adds, "Since installation there have been no complaints for lack of heat or hot water."

These and many other stories and pictures will be used for a special advertising-book sales aid. The testi-

monials will also form the basis for next year's advertising program. The new markets came to light as a result of the testimonials. And the yen of a salesman for a Thunderbird started the whole thing:

Williams wanted testimonials, but he knew that few sales tools are as hard to get, especially when you pay nothing to the "witness."

"We tried everything—bulletins, appeals and gimmicks. We tried using our field sales people to do the information gathering. We tried to sell the idea to distributors. None of these techniques proved particularly effective."

But one day a Seattle salesman, Harley Payne, suggested, "Why don't you run a contest among your men and give a Thunderbird as first prize?"

"Mm-m," thought Williams, "Of course, a Thunderbird would stretch our budget a little too much, but the contest idea is good and we could give smaller prizes."

So Williams and Dave Coon, assistant advertising manager for Burkay heaters, discussed the idea for a few weeks. Then, early in 1958 they announced the contest in bulletins to the 35 A. O. Smith salesmen who sell to distributors, and to the distributors' salesmen.

Contest goals:

1. To get case histories of successful use of Burkay heaters, for sales promotion and advertising.
2. To stimulate salesmen to form the habit of digging up case histories

on their own and use them as sales tools.

3. To learn more about the reception of the company's product as compared with the competition's. To learn how the Burkay is used in "off-beat" installations.

4. To build up interest in the Burkay heater, especially among distributors and salesmen who handle other lines too.

Prizes were:

\$250 in cash given in each of the seven regions to the salesman (not an A. O. Smith employee) who submitted the best pictures and case histories of successful installations of the Burkay heater. Any A. O. Smith salesman whose customer submitted a winner was to receive \$25.00. A panel of judges included Williams, the advertising manager at the Permaglas Kankakee office and the seven regional sales managers.

Entries were to be submitted from February through December, 1958, on special forms requesting information on company location, specific use of the heater, installation date, whether the heater was new or a replacement, cost of operation, and advantages over competitors. They were to be kept simple, requiring no expensive photographs. The pictures didn't even have to be "decorative," for Williams knows Burkay heaters are usually found in the utility rooms of buildings, rather than in showcase parlors. The heaters aren't bought because they're picturesque.

Enthusiasm soared during February, of course, but then subsided as the men realized they had nine months to go. That also left them plenty of time to doubt whether the contest was worth the trouble, inasmuch as they had no guarantee of winning.

But Williams kept the contest alive by sending out reminders four times to potential contestants and talking Pictures for Profit at district managers' and sales meetings. After a slow start, the number of entries picked up during the last month. The final count of 187 was higher than expected.

All entrants received certificates of merit for trying, and the winners were announced as:

W. A. Coger, Washington Natural Gas Co., Seattle; Charles A. Casey, Philadelphia Electric Co., Philadelphia; Charles N. Cass, Hartford Gas Co., Hartford, Conn.; J. C. Jeurink, Ward Terry and Co., Denver; Ralph L. Henry, Gas Heat Distributors, Inc., Charlotte, N. C.; Don Marder, International Supply Co., Dallas, and Russ Gunther, Chicago Furnace Supply Co., Chicago.

DETROIT'S

ON THE

AUTO PRODUCTION for the first 5 months of 1959 is 43% ahead of last year. May's output alone was up 56.5%—and average weekly factory earnings in Detroit are up, too—13% ahead!



GO!

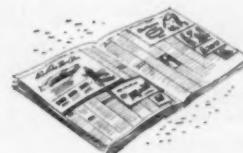
DEPARTMENT STORE SALES

are up 16% over last year's 5-month figure and still climbing. Department Store volume is now at an all-time high!



THE NEWS' TOTAL LINAGE

for April and May showed a gain over 1958 of 1,391,137 lines — more than both other Detroit newspapers combined — further proof of Detroit's economic upturn.



CIRCULATION of The Detroit News

is highest of all Michigan newspapers—and **HIGHEST IN DETROIT NEWS' HISTORY!**

THE NEWS . . . 475,873 weekdays* . . . 596,884 Sunday*
2nd paper . . . 459,265 weekdays* . . . 512,580 Sunday*

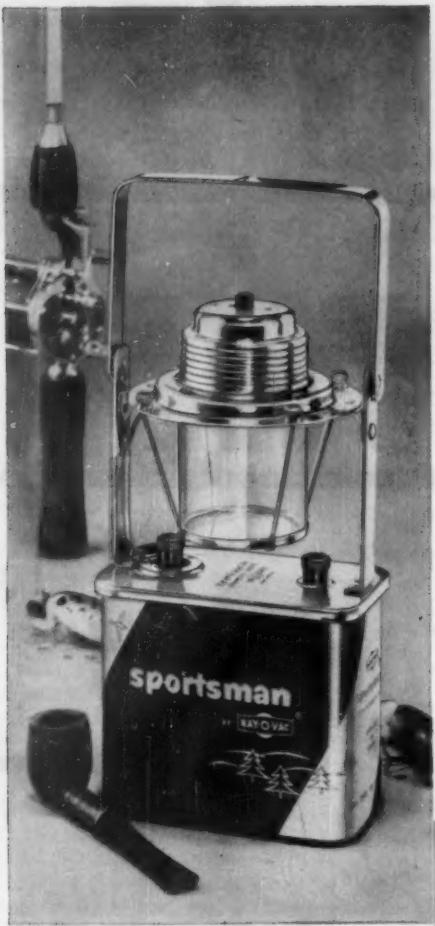


The Detroit News

New York Office . . . Suite 1237, 60 E. 42nd St.
Chicago Office . . . 435 N. Michigan Ave., Tribune Tower
Pacific Office . . . 785 Market St., San Francisco
Miami Beach . . . The Leonard Co., 311 Lincoln Road

In the Detroit Trading Area, where 98% of all retail business is done, The News has a lead over the 2nd paper of 109,473 weekdays and 195,009 Sunday!

*ABC 3-31-59



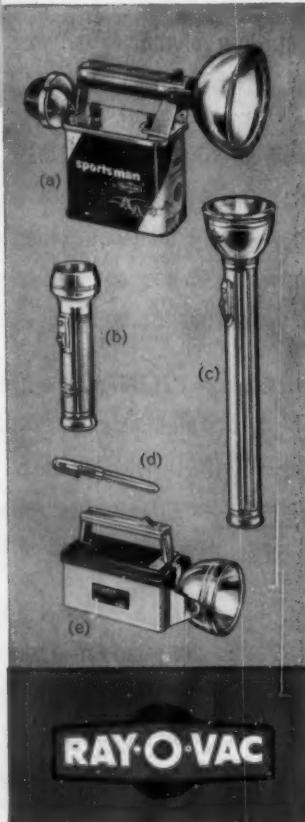
THE GIFT THAT'S LOADED WITH V.I.P. APPEAL

New Ray-O-Vac Sportsman® Lantern doubles as floodlight and spotlight; head swings more than 180° to throw powerful spot. Handy switch beneath carrying handle, rainproof platform, chrome steel throughout. Retail value, \$8.95.

Or these fine gift lights:

(a) New 303 Sportsman® Lantern with sealed beam plus red signal flasher that swivels in all directions. Retail value, \$12.40. (b) S22F Sportsman® Flashlight has three-position lock-type switch, signal button, ring hanger, knurled chrome case. Retail value, \$1.95. (c) Z53R Woodsman® Searchlight has chrome-finish five-cell battery container; case has ring hanger; can be imprinted with your company name. Retail value, \$3.95 (includes imprinting). (d) P20 Penlight has convenient slide switch, durable pocket clip, room for imprinting your company name (imprint included in price). Retail value, 89¢. (e) 398 Hunter® Lantern has aluminized 3" spot reflector to give long, piercing beam; switch and flasher button on handle. Uses flashlight or lantern batteries. Retail value \$4.95.

RAY-O-VAC COMPANY
Dept. 228, MADISON 10, WISCONSIN
A Division of The Electric Storage Battery Company



"Judging was most difficult," said Williams. "We had to examine and re-examine before we could pick the winners. Quite frankly, we were surprised at the response and the high quality of the entries. This has been the most successful contest of its type ever conducted by our division."

Four out of every five entries were found suitable for inclusion in the advertising book showing salesmen how other Burkay sales have been made all over the country. Stories and pictures will be grouped into sections—schools, restaurants, swimming pools, apartments, industrial plants, photographic processes, laundries, institutions, clubs and recreational centers, and a section on "unique installations," such as the use of the Burkay heater to heat water for mixing concrete. (The contest also turned up car-wash and dog-wash services using Burkays.)

► Burkay salesmen all over the country probably pass concrete makers on their way to work. Today they're prospects for heaters, thanks to this case history from C. A. Casey of the Philadelphia Electric Co.:

"Solution: Installation of eight Burkay Model 718 commercial water heaters. The customer (Richard Scully, Inc., of Coatesville, Pa.) states that total cost of operating the Burkay water heaters amounts to approximately 11 cents per cubic yard of concrete compared to a figure of 25 cents per cubic yard that was experienced with an old No. 2 oil-fired boiler installation. Each cubic yard of concrete contains from 20 to 30 gallons of hot water."

The Scully Co. further testifies, through Casey:

"One of the most important advantages of the installation lies in its flexibility. Individual heaters can be taken out of service for repair or maintenance without impairing either the operation or efficiency of remaining heaters. Furthermore, additional heaters can be installed at a minimum expense as this plant expands. Less maintenance is another important advantage."

"Concerning the initial expense," says Casey, "the customer avers that the total cost of purchasing and installing the eight Burkay heaters, 2,000-gal. storage tank and associated equipment was at least \$10,000 less than estimated total cost of a new oil-fired boiler installation which was under consideration at the time the Burkay water heaters were recommended to the customer."

An operator of Holiday Villa Apartments, Dallas, which are equipped



Of course I'm sure.
I read it
in Newsweek

Your message in Newsweek reaches 919,941 communicative executives, men who influence purchases in connection with their work.

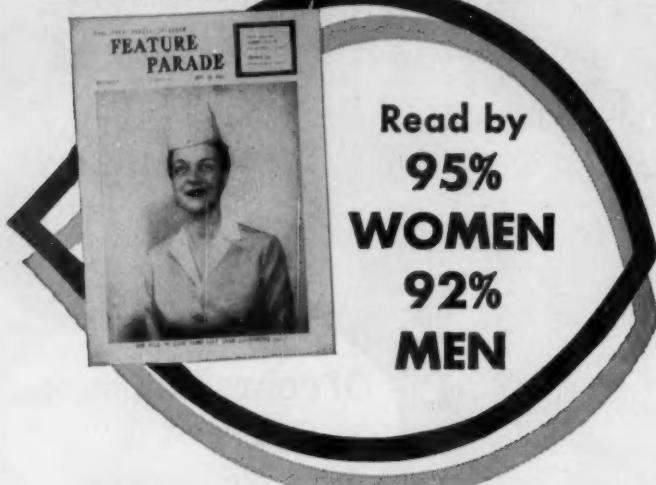
They are a large part of the high-income Newsweek consumer market — over 1,300,000 communicative families who keep apace of new products, set the pace in their communities. Ask your agency.

The different newsweekly for communicative people

HIGHER READERSHIP*

WORCESTER'S own INDEPENDENT Locally Edited SUNDAY SUPPLEMENT

*Publication Research Study 9/28/58



...far higher readership than that obtained by the National Syndicated supplements (at best 79% Women — 76% Men)...and ALSO HIGHER than the National Average among other independent magazines (92% Women — 85% Men)

- The only locally edited Sunday Magazine in Central New England
- Saturation coverage of Massachusetts' 2nd MARKET. A BILLION DOLLAR MARKET AREA**
- Our letterpress process recognized as the best in reproduction
- Highest readership throughout. Circulation 102,957 Sunday.
Daily 158,215.

**E.B.I. — Sales Management Survey of Buying Power May 1959

The Worcester
TELEGRAM AND GAZETTE
WORCESTER, MASSACHUSETTS

MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



OWNERS OF RADIO STATION WTAG AND WTAG-TV



Ben E. Edscorn, International Shoe Co.

with swimming pools, must provide clean hot water not only for occupants of its 24 units but for the swimming pool. According to Paul Brown of Dallas:

"The Holiday Villa Apartments have, since their opening, enjoyed the full occupancy of all 24 units. Sufficient clean hot water has contributed greatly to this success and was accomplished with your Model 718 Burkay water heater and a 350-gallon storage tank. The installation . . . has exceeded our expectations as far as being maintenance free and economical to operate."

His Burkay-heated pool has proved a boon to business and he concludes: "I have only the highest regard for A. O. Smith's Burkay equipment."

Cost of the contest will reach \$5,000, including the printing of the advertising book with the pictures. But, with heaters that sell from \$187 to \$700 (list price), Williams predicts the expense will be recovered in the early stages of the sales and advertising campaign that will follow.

And Pictures for Profit will definitely be taken in 1960 — with an earlier deadline (to eliminate waning interest) and additional prizes including a grand prize and two others for new sales regions.

To be effective over the years you must keep running these contests and getting new case histories, Williams believes. The testimonials within a few years become perishable as new mechanical developments enter the building picture.

Permaglas is happy to have the testimony of satisfied customers, which it knows to be the best advertising in the world. It now knows, too, that such advertising is best obtained from incentive-fed salesmen, who find their own case histories of successful installations. ♦

Competitors for Your Job

"In the past most sales managers, at all levels, grew from the ranks of salesmen," says Ben E. Edscorn, director, marketing research, International Shoe Co., St. Louis. "And the sales v-p came from the ranks of sales managers.

"Tomorrow's marketing manager may come from sales or advertising or merchandising or sales promotion or marketing research or from almost anywhere else on the marketing team. The same is true of the marketing v-p.

"The men for the top spots in marketing, are drawn from a much broader base, than the men for the top spots in sales."



For men of responsibility
like Dr. James W. Lee

CARTE BLANCHE

*The Hilton All-Purpose Credit Card—
Your Finest Credit Credential*

Above, Dr. Lee checks out at the Bellevue-Stratford, Philadelphia, one of the 600 fine hotels and motels which honor CARTE BLANCHE

Dr. James W. Lee, director of the professional division of Cook-Waite Laboratories, Inc., New York City, takes his established credit reputation with him wherever he travels. He carries CARTE BLANCHE*—the all-purpose credit card reserved for men of responsibility.

Dr. Lee travels thousands of miles every year, attending research and clinical meetings on behalf of his pharmaceutical specialty firm. And CARTE BLANCHE smooths every mile of the way. With it, he can charge:

*Accommodations in more than 600 fine hotels and motels
Meals in over 3000 quality restaurants and supper clubs
Gasoline and other motoring needs at 32,000 Mobil dealers
and other quality service stations from coast to coast
Car rentals through 1700 Hertz Rent A Car offices
Purchases in hundreds of leading retail and specialty stores
And many other services at selected establishments*

The 40,000 fine establishments at which CARTE BLANCHE is honored—and honors you—are listed in the Carte Blanche Directory, sent to all members. The Directory also lists the many offices of the Carte Blanche Reser-

vation Service, where a single call gives you immediate confirmation of your accommodations nearly everywhere in the United States and abroad.

You are invited to join the one million men of responsibility who now carry CARTE BLANCHE. To apply, simply fill in the coupon and mail. There is no charge for CARTE BLANCHE when it is used only for Hilton Hotels services. When you decide to use it outside of Hilton Hotels, then the annual fee is \$6. You receive one monthly statement, along with a duplicate of cash sales slip given to you at time of purchase.

* Trademark



CARTE BLANCHE
8544 Sunset Boulevard, Dept. S-95
Los Angeles 46, California

Please send me an application for CARTE BLANCHE.

Name _____

Address _____

City _____ Zone _____ State _____

Gray-Haired Salesmen Hired Here

Presence, patience and persistence can mean more to sales than high pressure, says World Dryer's president, S. Max Becker, Jr. —and it's the oldsters who have these virtues. The company has proof, too, in the high records of the gray-heads hired since '55.

S. Max Becker, Jr., president of the World Dryer Corp., is swimming against the tide—he makes it a practice to hire salesmen fifty years of age and older.

World Dryer, the nation's largest manufacturer of electric warm-air hand-dryers (annual sales: just under \$1 million), has been experimenting with older salesmen for the past several years. The results of this trial activity prompted Becker to revamp his hiring policy in favor of the senior citizens.

Back in 1955, the Chicago-based company hired four men in the 40-60 age group. They replaced younger men who lacked both patience and persistence. Of the four, those over fifty turned in superlative results and are still with the company.

Of the 28 men now on World Dryer's sales force, 17 are over fifty—one is 68. Becker bounces them out of the rocking chair and into a purchasing agent's office with refreshing regularity—to the benefit of all concerned.

"The customer reacts favorably to the dignity and reserve of older men and often accords time and attention he would deny younger, high-pressure salesmen," says Becker. The older salesmen like their World Dryer position because they can take their time in selling, yet maintain a persistence of re-call over the weeks, usually resulting in a sale.

Becker himself likes the older salesman for a number of reasons:

1. He has proved himself a better salesman at World Dryer.
2. He stays with the company for a longer period of time.
3. He usually brings a good measure of maturity to his job.
4. He accounts for fewer lost-days than his juniors.
5. Most older salesmen have come from responsible positions bringing valuable, sober judgment with them.
6. Wine, women and song are less likely to divert the senior salesman.

Says Becker, "They're more persistent (while low-pressure), are less easily discouraged and have a calm maturity of manner which apparently inspires confidence in the customer. Those near, and past retirement-age are generally interested in reducing the pace of earlier working years while, at the same time, supplementing income from savings and pensions. When they can sell a product that doesn't require high-pressure techniques or long and unusual hours, World Dryer usually fills the bill."

Becker knows he may occasionally have problems with social security, health insurance, pensions and similar items. But he also knows that, in the majority of cases, these items have been adequately taken care of by the salesman while on another job.

Actually, most World Dryer salesmen have come from responsible positions. A Kansas district manager, for instance, was the plant superintendent of a large corporation for 30 years. A southern California district manager is a graduate in mechanical engineering from Minnesota and holds a Master's degree in business administration from Harvard.

Becker points to gratifying sales performances. One of the company's 65-year-olds selling hand- and hair-

dryers has earned well into a five-figure income for the past several years . . . and he had never been in sales prior to joining the company!

"With improved medical knowledge and therapy, the average number of years spent in retirement has doubled since 1900," adds Becker. "When you consider the definite need for added income, the increased life expectancy and the desire to stay in the mainstream of life, you can understand why so many of these people are going back to work. They're learning, pursuing and enjoying second careers."

Geriatric experts tell us that men never grow old as long as they keep their sense of humor, waistline and an active interest in other people and current events. It must follow, then, that being profitably employed, rather than simply sitting on the front porch in a rocking chair, helps to add years as well as happiness to life."

Becker quotes Bernard Baruch, "It seems wrong to me for people to retire. An older person can often do more in less time than his more physically spry junior. He has learned to pace himself. He knows the shortcuts and pitfalls, and has acquired judgment and stability. For all this there is no substitute—not even youth . . ."





Plymouth Golf Ball

packaged four "Golf Champion" High-Ball Glasses with a dozen PGA golf balls . . . a sales incentive.



McKesson & Robbins

glassware used by druggists as Christmas gifts to doctors to stimulate Rx business . . . good will building gifts.



Coppertone

Plough, Inc., recently celebrated their 50th anniversary. Custom decorated "Paleface" Glassware Sets were used for special promotion.

Custom Decorations by Libbey

sales-builders designed just for you

Attractive Libbey Glassware is always welcome, always appreciated. And when specially decorated with a colorful design created just for you, Libbey glasses are more than gifts . . . they are lasting reminders of your name and service.

Nationally advertised Libbey Glassware is ideal for souvenirs, com-

memorative gifts, sales incentives, premiums, attractive combination packaging and many other uses.

Libbey glasses colorfully decorated with "Custom Designs" developed just for you can be produced in surprisingly low minimum quantities . . . in many sizes or shapes . . . for hundreds of uses.

May we design for you?

SEND THE COUPON NOW FOR FURTHER INFORMATION ➤

Premium Department, Libbey Glass
Division of Owens-Illinois, Toledo 1, Ohio

Please send me information about **SPECIALLY DECORATED** Libbey Glassware. I am particularly interested in

Business Gifts Special combination packaging
 Special events or Souvenirs Complete Premium promotion plan
 Other

Company _____

Address _____ City _____ State _____

Name _____ Title _____

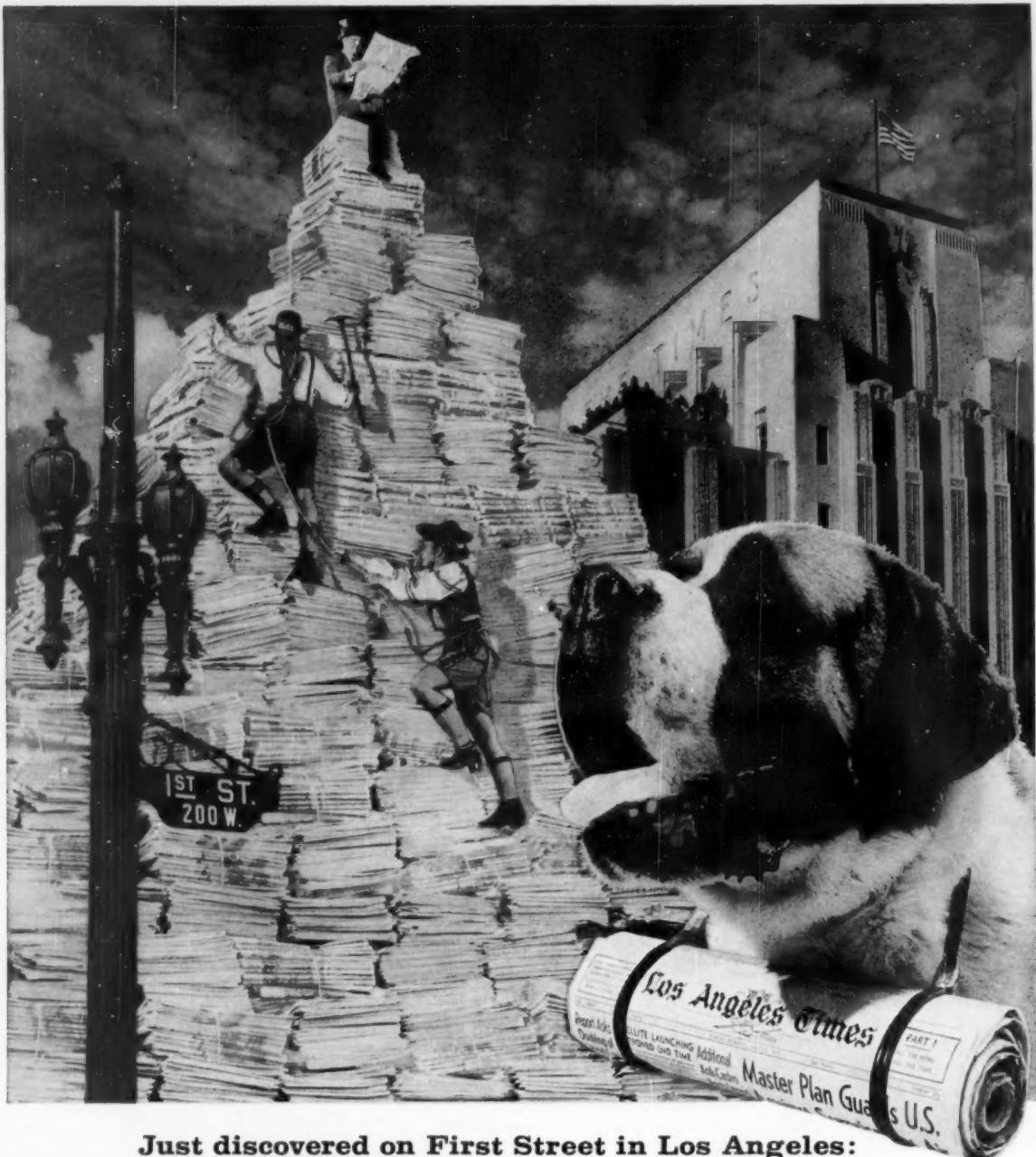
SM-7

LIBBEY SAFEDGE GLASSWARE

AN  PRODUCT

OWENS-ILLINOIS

GENERAL OFFICES • TOLEDO 1, OHIO



**Just discovered on First Street in Los Angeles:
the highest peak west of Chicago**

The mountain of newspapers we move off First Street every morning has been getting higher and higher. Just recently we had it measured by an official expedition.

A study of ABC statements reveals this electrifying bit of intelligence: The Los Angeles Times has reached the highest circulation peak ever recorded in Los Angeles...on the Pacific Coast...or anywhere west of Chicago...497,873 daily, 893,792 Sunday.

Meanwhile, we learned that one out of every four

rolls of newsprint shipped to California is addressed "First Street, Los Angeles." Must be because the mountain on First Street is made of *bigger* newspapers. The Times carries more news and features, for example, and more retail and classified advertising than any other newspaper in the United States.

Planning to scale a new sales peak in Southern California? You'll need strong lines to make your climb safe and certain—and you can buy them quite reasonably on First Street...home of The Times.

First in the nation's No. 2 market

Los Angeles Times

Represented by Cresmer and Woodward, New York Chicago, Detroit, Atlanta and San Francisco

New Newspaper Study Helps Prevent Three Basic Marketing Errors

At least one or more of 391 metropolitan newspapers in the nation will be read by a minimum of 20% and an average of 70% of the families in 2,549 of our 3,071 counties. These counties comprise about nine tenths of the country's population, buying power and retail sales. Source of this information is the third annual data book, "Metropolitan Daily Newspaper Market Data," prepared by Richmond (Virginia) Newspapers, Inc.

The 78-page analysis covers the market served by the dailies published in each of 176 metropolitan areas. In six of these markets we find one fourth of the nation's population, one half in the top 28 markets, three fourths in the top 85 markets.

The primary purpose of the study, according to Alan S. Donnaho, vice president of the Richmond Papers, is to help create "a better correlation between sales and advertising by showing where advertising pressure is exerted by each group of metropolitan dailies and by making it possible to estimate the true sales potentials in

each such market area." This will help prevent three basic marketing errors: (1) placing advertising in areas where the product is not available for distribution; (2) distributing the product in areas where there's no advertising support and (3) disproportionate allocation of advertising effort in relation to sales potentials.

► For population, consumer spending units, households, net buying income, total retail sales and nine categories of retail sales, the source material is the May 10, 1959, Sales Management Survey of Buying Power, with special permission of SM. For each category is shown the size of the standard metropolitan area, the size of the daily newspaper market (20% or greater newspaper coverage) and the cumulative percent of the U. S. total, starting with the biggest area in each category and going down to the 176th.

The Richmond study argues that the effective market reached from an important central city is the total

of those counties where newspapers reach 20% or more of the families and that "the standard metropolitan area is nothing more than the nucleus for the newspaper market area as a whole, which is far more extensive in population and buying power as well as geographical size."

In addition to the market data figures credited to Sales Management, the study gives percentages useful for making a quick estimate of how many individuals may be expected to read a given ad. The percentages are based upon reports, from the Daniel Starch organization, of 198 separate studies with readership measures of nearly 10,000 individual ads. For example, among men a 400-line ad might average 19% readership if the product is gas and oil, whereas it would be only 3.5% for a cereal; among women the 400-line gas and oil ad would be read by 5.5% and the cereal ad by 21.4%.

The study is available to newspaper advertisers or advertising agencies directly from the Richmond Newspapers. ♦

FOR THE EXECUTIVE CONCERNED WITH THE MOVEMENT AND RELOCATION OF PERSONNEL

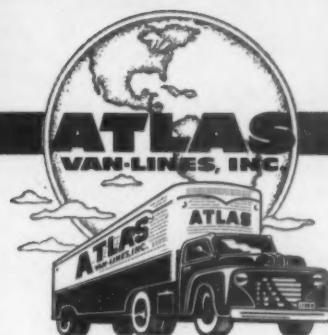
Now! move with confidence

Call in your local Atlas Agent to discuss personnel movement and relocation on an individual move or long term basis . . . and you've taken a giant step forward in relieving yourself of one of your more persistent, periodic problems.

Here's why . . .

- The Atlas agent fits himself quickly into your departmental methods . . . from the beginning can relieve you of many details.
- Atlas service is economical . . . your cost of transferring families goes down.
- Atlas service is geared to increased customer satisfaction . . . your employee morale goes up during a critical period.

Look for Your Atlas Agent in the Yellow Pages of
Your Phone Book . . . He is a leading Household
Goods Mover in Your Community



Single-Line
and Nationwide
Local . . . Long-Distance
Moving . . . Storage

ATLAS
VAN-LINES, INC.
General Offices:
6244 South Ashland, Chicago 36

When Salesmen Listen with a Third Ear...

They're more apt to hear sales if they've learned how to really hear the prospect—not only what he says, but what he means. The author tells how to learn to listen, how to interpret the words by figuring the mood—then salesmen can lead buyers.



By JAMES F. BENDER, Ph.D.
James F. Bender & Associates

Simpatico may sound like a cocktail-party word—and it is—but if a salesman can get **simpatico** with buyers, he won't even need the cocktails.

According to eminent psychologist Dr. Carl R. Rogers, the best way to get in rapport with a speaker (buyer) is to reflect his feelings. Once salesmen learn to do this, they make more sales. They know that listening is much more than just hearing or interpreting words. It is, at its best, tuning in to the other fellow's feelings and frame of mind—showing him you sympathize. The best way to tune in to the other fellow's feelings is to reflect them as he talks. Just how do you do this?

1. Look at him sympathetically.
2. Keep quiet while he talks—don't interrupt, except to give a word or two of reassurance.
3. Don't impose your will upon him.

4. Don't argue with him.

5. Don't make him feel guilty.

As you reflect his feelings and echo them, you do two things. In the first place, you give him confidence in you as a sympathetic, understanding person. Emerson touched the skirts of this same situation: "When you share a sorrow, it lessens. When you share a joy, it increases."

In the second place, you actually give him more insight. How often in the presence of a sympathetic listener does the speaker work out his problem—simply by putting it into words. As he talks he rejects some ideas, endorses others—rearranges them and finds a solution.

Let's take an example: Suppose you approach a buyer who's obviously distressed. You notice that he looks worried. You don't see his usual smile. He looks rather pale and drawn.

The conversation goes like this:

Salesman: Good afternoon, Mr. Smith, how's business?

Buyer: Terrible—maybe you'd better drop by another time.

Salesman: Oh, I'm sorry. Isn't there something I can do to help?

Buyer: No. The bookkeeper left town—and took all my records—the business is in a mess. They think he stole a lot of money too.

Salesman: Well that's too bad. I'm so sorry.

Buyer: Yeah, I never did have faith in that fellow. They should've been wise to him—driving that expensive car and living high on the hog, and on his salary too!

Salesman: Well, it's one of those things. Happens every day somewhere, doesn't it?

Buyer: Gee, hadn't thought of that too much.

Salesman: Yes, there's usually a way out, isn't there?

Buyer: Yeah, but damned if I know where to start, what with all I've got to do. Well, I guess you've got to start somewhere.

Salesman: That's for sure!

Buyer: By the way, have you got the records of our recent sales? How far back do yours go?

Salesman: Why, let's see—I've got those from my last visit—copies of all the others in my files at home.

Buyer: Well that'll help some. When can I get 'em?

Salesman: How's day after tomorrow?

Buyer: Would you? That's O.K. Say, you know what? I'm going to get in touch with all the others I buy from. At least the old man'll know the Purchasing Department is on the ball!

By reflecting the buyer's feelings, the salesman got him to share his worry. The salesman also got the buyer to understand his own feelings.



If you're marketing drug products . . .

In Oklahoma, 69% of all drug products are purchased in the WKY-TV coverage area. It's not that our viewers are any less healthy—it's just that we have more viewers. And they're more responsive. Guess you might say we're experts at getting pocketbooks to open up and say "AHHHHH."

1949-1959
•
CELEBRATING
10
YEARS
TELEVISION
SERVICE
TO
OKLAHOMANS

WKY TELEVISION

OKLAHOMA CITY

NBC Channel 4

The WKY Television System, Inc.
WKY Radio, Oklahoma City
WTVT, Tampa - St. Petersburg, Fla.
WSFA-TV, Montgomery, Ala.
Represented by the Katz Agency

—led him, thereby, to do something constructive.

The salesman did this by showing the buyer a deep interest in what he had to say. He agreed with him. (Disraeli used to say an agreeable person is one who agrees with you.) Notice that the salesman didn't overwhelm the buyer with talk—didn't curse the runaway bookkeeper; rather, he trod the soft pedal—just said enough to let the buyer know he was listening sympathetically.

The salesman repeated the buyer's sentiments—didn't disapprove of them. He also guided the buyer into doing

something other than stew about his problem. But how tactfully he did it! He didn't force him by logic or direct appeal.

Here's another way to listen with your third ear. It's closely related to Dr. Rogers' approach. Personnel specialists call it the **non-directive interview**. It's particularly useful when you want to drain off tensions caused by complaints and worries. All you have to do is listen sympathetically without butting in.

Just before General George C. Marshall sent General H. H. ("Hap") Arnold to the Southwest Pacific in

1942 he said to him: "I'd like to make three suggestions about carrying out your responsibilities of leadership out there:

1. Listen to the other fellow's story.
2. Don't get mad.
3. Let the other fellow tell his story first."

General Marshall gave General Arnold an excellent working definition of the non-directive interview. He also gave him sound advice. Using it, General Arnold became one of the most popular and accomplished leaders of World War II.

You can use the same approach, particularly when you listen to buyer-complaints. Many salesmen build ill-will and lose orders, simply because they don't know how to listen to complaints.

For one thing, they don't always understand the anatomy of a complaint. A complaint is based on real or imagined injury. Often it springs from something trivial—at a time when the buyer has a stomach ache or a raft of problems; or maybe he had a tiff with his wife at breakfast. Just on this day the salesman pokes his head in the door. And—pow! All the buyer's aches and worries are aimed at the poor salesman—whether the salesman (or his company) is to blame or not.

If, at this crucial moment, the salesman argues or tries to reason with the irate buyer, all is likely to be lost. But if the salesman suggests to himself, "Oh, he isn't as tough as he looks or sounds! Let's play with him for a bit until he gets done thrashing around—then we'll land him!"—then the salesman understands; and wins the first round.

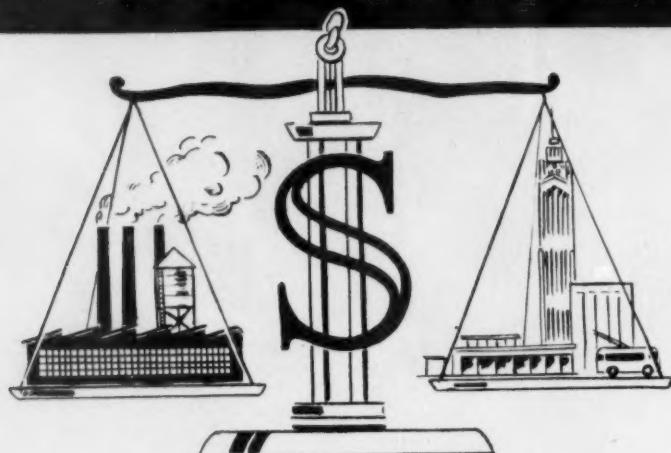
► He wins the second round when he reveals a readiness to hear the buyer out, speaking as little as possible.

This too is hard to do. Your natural reaction is to strike back—to defend yourself and your company; to have your say; to put him right; to tell him off.

But now that you understand the non-directive approach, you'll let him spout off. As he does so you'll reflect regret in your face and manner. Just about all you'll say will be something like: "I'm sorry, Mr. Jones." Perhaps he'll erupt further. But notice his second explosion will ordinarily have less fireworks than the first. He's getting it off his chest. You may even want to purge his spleen further with, "There's obviously a misunderstanding, Mr. Jones. I want very much to hear your side of the story."

Now, he may be off to the races again. Don't interrupt him. Before

COLUMBUS' BALANCED ECONOMY IS IMPORTANT TO YOU



... especially when you use the
COLUMBUS DISPATCH

Columbus' industrial output tops 1.3 billion annually and is the product of hundreds of plants. Yet, less than 30% of her people are engaged in industry . . . the balance are in education, government, transportation and other "services." This means

a solid, sound, buying economy . . . a healthy, potent ready market for you. You reach it all in The Columbus Dispatch that's read in four out of five Columbus homes daily, and more than nine out of ten on Sunday.

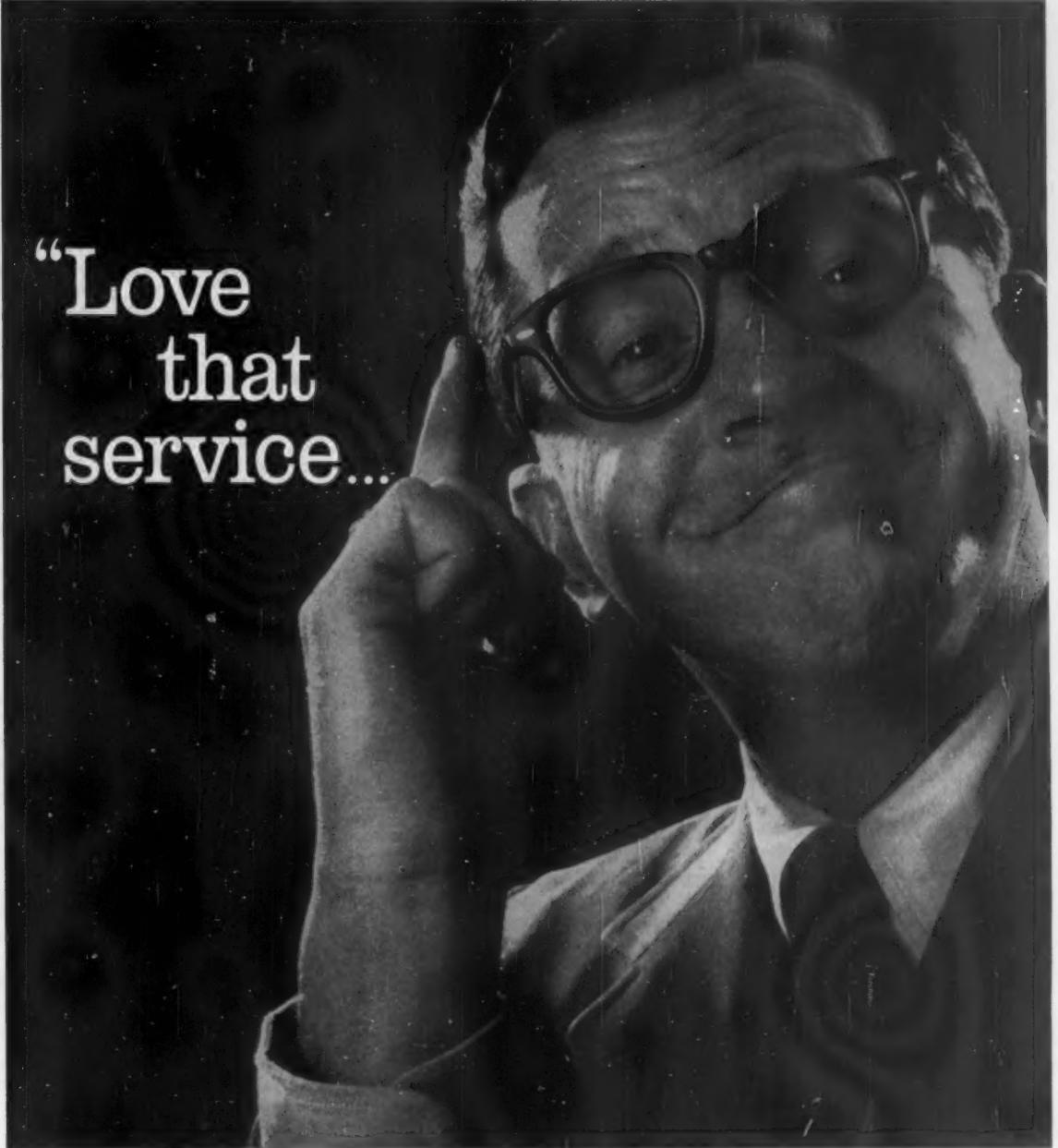
**Attractive Optional Combination Rate With Morning
Ohio State Journal Available**

The "Total Selling" Medium
Is The Daily Newspaper

Columbus
has the
buying power
The Dispatch
has the selling power.

Representatives: O'Mara & Ormsbee, Inc.
New York, Chicago, Detroit, San Francisco,
Los Angeles; McAskill, Herman &
Daley, Inc., Miami Beach.

The Columbus Dispatch



“Love
that
service...

“Western Union **Advertising Distribution Service** put my displays
everywhere . . . and put them up right.”

Wherever it goes, whatever you want done with it, Western Union Advertising Distribution Service will put it there . . . and see that it's handled *properly*. Catalogues delivered to customers . . . displays set up in stores . . . your ad handed to businessmen . . . you name it, we'll deliver it!

WIRE US COLLECT for the full story. Address: Western Union, Special Services Division, Dept. 5-3, New York, N. Y.

\$5.5 Billion Anticipated Oil REFINING INDUSTRY Expenditures

Increasing demand for and utilization of more and more petroleum by-products, as well as continued increase in gas and oil consumption, is forcing processors to new spending levels. Current indicators point to expanded facilities through 1970. Petrochemical processing, now growing at a pace four times that of all U. S. industry, will continue capital spending as new uses and applications soar. Totally, capital expansion for the oil, gas and petrochemical processing industry should hit \$5.5 billion this year.

Industry purchasing decisions are largely the result of group action by hard-to-reach management, technologists and engineers. To sell them effectively means advertising in **PETROLEUM REFINER**, the technical workbook of the industry. Sixty percent of articles published represent original work of these same men in industry whom you must sell. Current ABC paid circulation is a whopping 23,432 copies, with over 83% going straight to your prospects. Write for the industry's most complete Market Data Book.

**Greater Petroleum Coverage
Through Market Specialization**

PETROLEUM REFINER
Publishers of the
REFINERY CATALOG

GULF PUBLISHING COMPANY
World's Largest Specialized
Publisher to the Oil Industries
HOUSTON, TEXAS

long—if you've maintained your deferential listening—he'll begin to quiet down; will start feeling guilty because he's treated you shabbily. And you haven't tried to get even. "A soft answer turneth away wrath," the Bible says. And you've demonstrated it.

Traditionally, Japanese youngsters are trained to smile and bow while a parent or teacher berates them. They're taught this early in life to good advantage later on: when they have to work for a hard boss, for instance. You won't want to do that—smile and scrape—when the storm breaks. But you'll find deferential listening a great boon to your salesmanship.

Here are some other hints successful salesmen learn about listening:

1. Analyze the buyer's temperament. Don't react to his words only. Decide what kind of a person he is. This takes time and acquaintance. For men, like melons, are hard to know. Suppose, for example, he's a worry-wart. He says to you, "That new item of yours won't go over!" His remark means something quite different from the same words spoken by an optimist. The worry-wart needs more reassurance than the optimist. Until you understand the buyer's basic temperament, you can't listen intelligently to him.

► Therefore, group your buyers by their habitual way of looking on life. You'll find some pessimists, others optimists, still others alarmists; some are unpredictable. They may be one way today, another tomorrow. Govern your listening and responses to them by two basic questions:

How and what does he feel?
What does he mean by what he says?

2. Listen beyond his words—for their intent. A buyer with a sarcastic way of speaking was unpopular with two successive salesmen—from the same company. (Both quit.) A characteristic remark of the buyer was, "You salesmen are a big nuisance. Wish you'd get lost. You take too much of my time. I could do better ordering from a catalog."

A third salesman didn't take the buyer's words at their face value. He wasn't hurt by them. He played along with the buyer. He'd reply, "How right you are, Mr. Jones! But gosh, that wife of mine eats like a bird—a vulture! And you've just got to help me feed her." That salesman got along very well with the buyer. He knew the buyer didn't really mean his words to be interpreted literally.

In Owen Wister's great book, "The Virginian," the leading character's famous remark—"Smile when you call me that!"—is very much at point. The words themselves often count less than the intent behind them. The professional salesman is therefore alert to intent first.

3. Make sure of the meaning of his words. A salesman of engine pre-heaters persuaded a gasoline station operator to buy some share of his company's stock. The operator also ordered a gross of heaters—a rather large inventory. It was during the war, when he couldn't get mechanics to install the heaters. The salesman called to ask the operator to pay for his order. The operator said he hadn't sold any. The salesman then asked him to return the "stock." The operator wrote the company and protested. He wanted to retain his "stock" in the company, but he requested permission to return his "inventory." The salesman had used stock in the sense of inventory, which the operator misinterpreted.

How often in the course of interrupted sales presentations especially—in the hurry of conducting business—does the salesman (and buyer) misinterpret words! He doesn't listen analytically enough.

A salesman congratulated a buyer on his daughter's engagement. Here's their chat:

Buyer: Thank you, last night her friends gave her a shower. You should've seen the presents!

Salesman: That's nice. I hope she got a good haul.

Buyer: Oh, yes! He's a very nice fellow.

Later on the salesman realized that the buyer had misinterpreted haul. The salesman referred, of course, to the presents.

4. Don't indulge in wishful listening. A pharmaceutical salesman made a survey within his own territory of hospital sales (his company sold to hospitals through a distributor). The salesman recommended that he could handle hospital sales—in his own territory—as well as his own customers, druggists. His sales manager congratulated him on his aggressiveness: "Keep up the good work! Maybe some day we'll have our own sales force to service the hospitals—and you'll be in on the ground floor."

Shortly after, the salesman wrote his manager, "My wife and I are happy that the company is going to

set up a separate sales division for hospitals and I'll be considered to head it up."

The sales manager became angry. He resented the salesman's "reading too much" into his remarks. He gave the salesman a lecture on wishful listening.

Another example: A buyer said to a salesman, "Sometime when we open a new super market, I'll let you conduct a store sale." Next time the grocery chain announced an opening the salesman was on hand early in the morning. He asked the store manager where he could build a point-of-purchase display—to hold his store sale. The manager said he had no room for him. This all led to a phone call to the buyer. He pointed out that he had made a casual remark—that the salesman was trying to twist his arm. Actually the salesman was sincere in his belief that he had had a commitment. He had let his ear hear his hopes rather than the buyer's intent.

Be careful to check your understanding of what you hear. One good way to do this is to repeat the idea in your own words: "Do I understand you right that when and if we have a hospital sales division I may be considered to head it up?" Or, "Thank you. Does that mean that I may hold a store sale at your next opening? May I phone you to confirm it?"

5. Increase your auditory memory span. With practice you can train yourself to repeat ten or more digits immediately after you hear them. For example, 6-8-1-9-3-7-4-2-5-1.

The way to do this is to have some one call out numbers of increasing length; and after the end of each you write as many of the digits as you recall.

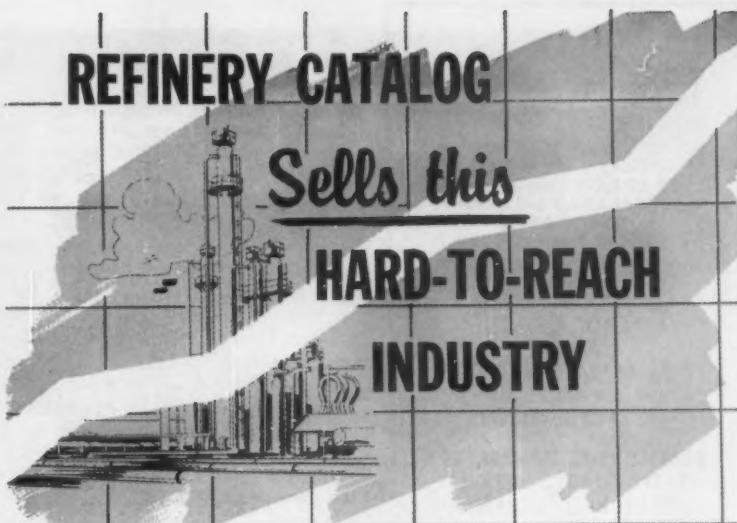
For example:

7-3-8-2
9-7-2-5-3
1-8-2-7-6-9
2-4-7-8-6-1-3
7-1-9-6-2-8-3-6
3-9-2-8-5-4-7-6-1

Score the results. Do this exercise every evening for ten minutes—change the numbers each time for a month. You'll be amazed at the growth in your auditory memory span.

Likewise you can increase your auditory memory span for words and sentences. Here's how:

Have someone read short paragraphs to you in phrases—pausing at logical places. After the reading write what you have heard with as many



The complex nature of oil, gas and petroleum processing operations requires use of the group system for planning, recommending, specifying and buying. As many as thirty men may have a voice in the selection of an important piece of equipment. Strict safety precautions and industry security practice make it virtually impossible for salesmen to contact a large part of the buying team. To do a complete selling job you must provide the buyers with a convenient and usable catalog.

INDUSTRY PREFERRED

Preferred over individual catalogs by an overwhelming majority of buyers, **REFINERY CATALOG** is the only comprehensive, cross-indexed reference specifically for the oil, gas and petrochemical processing industry. Three hundred suppliers of hundreds of products and services use this effective, low-cost composite catalog to keep current sales literature immediately available.

UNMATCHED DISTRIBUTION

Permanently pre-filed in **REFINERY CATALOG**, your product data is always on hand at more than 9,000 buying locations, blanketing the industry's primary buying power. Your catalog will be in the hands of men in companies responsible for 98% of equipment purchases in this big market. Distribution lists are continuously maintained and checked with the companies to assure waste-free coverage.

CATALOGING METHODS

A helpful data book covering the **REFINERY CATALOG**, with recommendations for more effective cataloging, is available from the local Gulf office . . . or write Advertising Sales Manager for your copy.

Greater Petroleum Coverage Through Market Specialization

REFINERY CATALOG

Published by PETROLEUM REFINER

GULF PUBLISHING COMPANY

World's Largest Specialized Publisher to the Oil Industries

HOUSTON, NEW YORK, CHICAGO, CLEVELAND, TULSA,
DALLAS, LOS ANGELES, LONDON, AND HANNOVER



**WE
CAN HELP
YOU TOO**

**"THAT'S INCREDIBLE
TO LOCATE AND EMPLOY
125 SALARIED SALESMEN,
IN TEN DAYS,
ACROSS THE NATION"**

**THE SKEPTIC
MAY CONTACT HIS
N.P.C. OFFICE
ABOUT
THIS BONA FIDE ORDER
AND
ITS ACHIEVEMENT**

**CONFIDENTIAL—COMPETENT
TESTED—FAST—NATIONAL
PERSONNEL SERVICE**

**MAINTAIN YOUR SALES
PERSONNEL
THE MODERN WAY**

**IT TAKES SALESMANSHIP
TO QUALIFY AS AN N.P.C.
SALES APPLICANT**

**CALL YOUR LOCAL N.P.C. MEMBER
LEVEQUE TOWER—COLUMBUS, OHIO
ASK FOR A COPY OF
"THE EMPLOYMENT COUNSELOR"**

**INCENTIVE PROGRAM
ACCOUNT EXECUTIVES**

Leading incentive organization with a rapidly growing list of clients and prospects is looking for top caliber men experienced in developing and conducting prize incentive promotions.

Expansion plans, readjustment of territorial representatives and aggressive new sales policy have created several choice area openings, including New York.

Salary and bonus compensation, in accordance with applicant's experience and qualifications. All replies treated in strictest confidence. Write (do not phone) ...

G. A. Rechlin, Manager
Premium & Incentive Division

JOHN PLAIN & COMPANY
444 W. Washington St., Chicago 6

what's your audience?



Atlas Film Corporation

OAK PARK, ILL.
CHICAGO PHONE: AUSTIN 7-8620
WASHINGTON • CHICAGO • HOLLYWOOD

of the original words as you recall. For example (the diagonal lines indicate pauses):

a) When psychologists use the terms / introvert and extrovert / to classify people / according to personality / they don't mean / anybody is completely / one or the other /

b) A lot of people argue / that there was more joy in marriage / in the good old days. / To prove their point / they cite the fact / that divorce used to be a rare exception. / But they forget / that divorce / had to be an exception / in those days / because the weight of convention / was against it. / What was the use / of ending / a miserable marriage / when the criticism / that followed / was even worse? /

c) When it comes to neckties / salesmen have a real chance / to express their individuality. / Experts say / the more daring ties / should be left to men / with dynamic personalities. / Males with dark hair and eyes / may also take a fling at them. / Striped ties are dangerous / with a striped suit and shirt. / Yellow and orange ties / increase an already sallow complexion. / Bow ties / make a face broader. / And fantastic hand-painted ties / can be frightful / unless the wearer's personality / is distinctly / on the jaunty side. / Ties can include everything / from an old-school stripe / to a picture / of a bubble dancer. / The latter of course / is inadvisable / especially when calling on a customer. /

- Have your helper read slowly.
- Correct what you write—after each reading.
- Use different paragraphs each evening.

Notice how your increased auditory span serves you well in listening to your customers.

6. **Take care of your hearing.** If you suspect your hearing is dull, get an audiometric test. Get in touch with an ear specialist or your local League for the Hard of Hearing.

7. **Check up now and then on your listening skill.** Answer the following questions. You'll then be sure to touch all bases.

1. Is my hearing acute enough to listen well?
2. Is my sight keen enough to interpret the buyer's facial expressions?
3. Do I sit or stand in the presence

of the buyer so as to see his face as he talks?

4. Do I understand his words as he intends them?
5. Do I weigh the buyer's words, thoughts, questions, objectives from his point of view?
6. Do I restate accurately in my own mind the ideas and feelings the buyer conveys?
7. Do I repeat to the buyer—if necessary—in my own words the idea he expresses?
8. Do I avoid misunderstanding by being specific?
9. Do I search for the meaning of his words and what's behind them?
10. Am I on the lookout for opinions and facts—without confusing the two?
11. Do I pinpoint assumptions in the buyer's talk and help him see the facts clearly?
12. Do I listen for the source of his information—whether it is experience, observation, somebody else's opinion?
13. Do I study the buyer's voice, posture, actions, facial expressions—as he talks?
14. Do I give him plenty of opportunity to talk?
15. Do I evaluate how the buyer says things, because how he says them often tells more than what he says?
16. Do I avoid wishful listening?
17. Do I review my successful and unsuccessful sales presentations—to analyze the part listening played in them?
18. Do I listen past the No's, refusals, and excuses for not buying—for their real meaning?
19. Do I use listening as a means of draining off the buyer's emotional resistance?
20. Do I agree with Epictetus that, "Nature has given to men one tongue, but two ears, that we may hear from others twice as much as we speak?"



How to demonstrate the big, the complex EVERYWHERE AT ONCE!

How do you get fast, widespread demonstration of a new electronic product, for example, when the product isn't the kind a salesman can carry easily, and when live demonstration isn't always convenient?

The National Cash Register Company did it by shipping 275 Kodak Pageant 16mm Sound Projectors into its branch offices throughout the United States and Canada. And hundreds of NCR salesmen swung into action with a 31-minute demonstration film.

Results? The road to sales was shortened considerably.

And something else happened:

Not one complaint has been reported about any of the 275 Kodak projectors.

Not one maintenance complaint. Not one operating complaint.

But then, Kodak Pageant Projectors don't get in the way of selling. Salesmen don't need to fumble with parts, because reel arms, belts, cords are all permanently attached. Even the film threading path is printed right on the projector. And permanent factory lubrication minimizes maintenance, eliminates need for oiling, ends lube record-keeping forever.

See how smoothly your sales presentations will run on a Pageant. Call your Kodak A-V dealer today or tomorrow and let him demonstrate how easy it is to operate this machine. Or for a fact-filled folder, write:



The NCR salesman switches on his Kodak Pageant Sound Projector and his presentations roll smoothly and uninterrupted for National's new electronic bank posting machine—*The Post-Tronic*.

Kodak Pageant Projector → EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.

Katz Agency Promotes Spot TV As "Sales Managers' Medium"

In addition to the 511.8 million "advertising" dollars reportedly spent last year in national and regional spot television, the Katz Agency, Inc., representative firm, has set out to get sales managers to "allocate 10% or more of your sales budget to spot TV."

The "salesman" on the TV screen, Katz contends, has "proved his ability—person-to-person, in sight and sound, with demonstration and persuasion—to sell goods and services."

A preview of the Katz presentation, "The Sales Managers' Medium," was held in New York last week before several hundred executives. These included v-p's for sales and marketing, sales and advertising managers and agency people. Other showings are planned for Chicago and St. Louis. (In August Katz will launch an advertising campaign in publications read by sales and marketing executives.)

Developed by Halsey Barrett, manager of TV new business development, the presentation stresses spot TV's coverage, penetration, flexibility and quick results. Marketing-wise, the medium offers custom tailoring:

- Outcome of the big broad war for sales progress is determined, month after month, by a lot of local sales battles.
- Few advertisers are truly "national." And nearly all of them face a lot of regional advertisers in nearly all markets.
- Both national and regional advertisers can make faster sales progress in some markets than in others.
- In all markets spot TV can be turned on, and up, to meet local needs and potentials.
- In fact, some advertisers

—such as Anheuser-Busch and Colgate-Palmolive—are tailoring sales territories to TV signal territories.

Some—such as Carter Products and Super-Anahist—have virtually replaced personal selling with spot TV.

Bristol-Myers' TV budget is now treble its sales budget.

Adell Chemical (Lestoil) first opens a market with spot TV, and then has salesmen make courtesy calls on super markets.

McCann-Erickson found that the "food industry saves \$4.5 billion annually" by spending \$500 million of

its advertising total primarily to "take the place of over-the-counter sales clerks." (Katz quotes Sales Management: "Manufacturers have long felt that the weakest link in the sales chain is the retail clerk.")

Not only is retail selling a "lost art," but super markets, discount houses, vending machines have replaced clerks.

Effective, low-cost mass-but-selective selling must keep pace with "automated" production in expanding the economy.

Katz cites General Electric's findings: In the last decade, sales and distribution efficiency improved only one third as much as production efficiency. The presentation points to a McGraw-Hill study which found that in this decade the cost per salesman's contact rose 61%.

Then it reports the experience of manufacturers and retailers—from foods, soaps and cosmetics to automobiles and appliances—to prove that TV, and TV stars, are "best salesmen": "National spot TV sells for you at both the middlemen and consumer-retail levels." It "pulls the product through the pipelines of distribution"—fast. Spot TV speeds the cycle of advertising-sales-profit, and thus increases profit.

With spot TV a sales manager may pick any one of several "best salesmen, in every sales territory, to put his product-story over." This "salesman" may be a syndicated name star; a network name star, through announcements or participations, or a local star. Or he may be "you, the sales manager, your own best salesman, or your product, speaking for itself."

After 170 years the U.S. is still "these United States." Customs, cli-

A Leader in Spot TV, Katz Sells Four Media

At the 71-year-old Katz Agency—now run by a third generation of Katzes—spot TV selling is kept very separate from other media.

Through ten sales offices, Katz represents 45 TV and 37 radio stations, 28 newspapers, three regional farm papers.

In spot TV volume Katz probably ranks with John Blair & Co. for first place. In spot radio it is among the first three.

The Katz TV list includes the five Storer stations and four each owned by Time, Inc., and Meredith Publishing Co. Most of its TV stations are in markets with more than 200,000 city-zone population. A third of them are in cities of more than 500,000.

mates and brand preference still vary: "Not just skis and suntan oil," says the Katz presentation, "but household staples and appliances have good, better, best markets."

A. C. Nielsen Co. finds, for example, that instant coffee is strongest in the Northeast and East Central areas. Automatic washers sell relatively better in the Far West and then the Northeast.

In 12 grocery categories, in 14 widely separated markets, Scripps-Howard Newspapers counted 12,791 brands. Of all these, only 461 were 14-market or "national." Among 768 brands of frozen foods, only four were "national." All 14 markets had only three—of 601—insecticide brands.

► In the 1958 newspaper-conducted Consolidated Consumer Analysis, Katz shows, nationally advertised Schlitz beer (in cans) ranked between No. 2 in Chicago and No. 9 in Seattle. Schlitz bottled-beer sales standing in these markets ranged from first in Chicago to tenth in Fresno.

To sell still more in their stronger markets, and bolster the weaker ones, sales managers are urged to "heavy-up" your TV-commercial salesmen's calls."

The varying intensity of individual advertiser's efforts is cited from a 25-major-market survey by Broadcast Advertisers' Reports: In one week late last year, for example, BAR found Stokeley-Van Camp foods using from eight spots in Cincinnati, and 12 in Atlanta, Dallas-Fort Worth, Milwaukee, Seattle and St. Louis, up to 24 in Detroit, Minneapolis and Pittsburgh, 25 in Washington, and 29 in Cleveland.

On penetration, Katz shows Nielsen findings in New York, Chicago and St. Louis: In one month, six daytime spots a week reached 51% and two nighttime spots a week reached 70% of all homes."

On coverage: "The TV signal covers a buying area"—suburban, marketing area and rural—"where regional retail sales often match or exceed city retail sales."

On continuity and costs: "Your TV commercial salesman" not only works seven days and evenings every week, and takes no summer vacation—but beyond his pay of 50 cents to \$3.50 per thousand homes—for making "10 million calls a day"—this super-salesman gets no expense account.

He wastes no time between calls. His sales efficiency isn't impaired by family distractions or hangovers. On that ever-cheerful TV screen he never grumbles or pities himself.

And, Katz tells the sales managers, "he never talks back to the boss!" ♦

American School Board Journal Delivers the "WHO-MANY" Readers in the Public School Market . . .



It's easy to fuzz your thinking on comparative advertising values when you let "big" mean "better" in media selection. This can happen when sheer numbers get in the way of true analysis.

For example, *American School Board Journal* could merely mean the greatest paid circulation in the public school field (this is true — 41.6% more than the No. 2 book and 55.6% more than the No. 3 book!). And the fact that *American School Board Journal* enjoys the highest renewal rate (also true!) again stresses mere numbers.

These figures alone do not tell you that *American School Board Journal* is read regularly by the people who make up the buying heart of the growing, dynamic school market . . . read regularly by superintendents, school board members, business officials and architects.

Yes, It's WHO-MANY Readership . . . Your Most Likely Prospects in Representative School Districts Like These Throughout the Country!

IN CHICAGO, ILLINOIS:

ASBJ reaches the Superintendent, Business Manager and 13 School Board Members.

IN SCHENECTADY, NEW YORK:

ASBJ reaches the Superintendent and 5 School Board Members.

IN MASSILON, OHIO:

ASBJ reaches the Superintendent, Business Manager and 5 School Board Members.

IN ABERDEEN, SOUTH DAKOTA:

ASBJ reaches the Superintendent and 5 School Board Members.

IN GILA BEND, ARIZONA:

ASBJ reaches the Superintendent and 5 School Board Members.

SEND FOR COMPLETE INFORMATION TODAY

MILWAUKEE (1): Vincent C. Geisheker, 400 N. Broadway — BRoadway 1-9700

NEW YORK (7): Jack Faber or Frank J. Fleming, 233 Broadway — WOrth 4-4071

CHICAGO (6): James T. Callen, 20 N. Wacker Drive — SState 2-7272

MIAMI (32): J. Bernard Cashion, Chamber of Commerce Bldg. — FFranklin 1-9941

the
**AMERICAN
SCHOOL BOARD
JOURNAL**

WORTH WRITING FOR . . .

Northern California Markets

Survey of Northern California markets. Data cover land area, population, number of families, retail sales, food and drug sales by county and trading area, with percentages of Northern California totals the trading areas represent. Included is a map of the eight trading areas. Write Miss Molly Murphy, Advertising Promotion Manager, The Call-Bulletin, 860

Howard St., San Francisco 19, Cal.

The Advertising Budget

A 32-page booklet on the role it plays in sales and profits. It condenses from existing literature the best-thinking and most successful practices which have thus far been evolved. Among the subjects covered: chief weaknesses of most advertising budgets; what charges belong in the ad-

vertising budget; breakdown of 297 opinions of large advertisers; essential steps in building an effective marketing program; effect of advertising on sales. Included is a bibliography of published articles and books dealing with advertising appropriations and budgets. Write A. G. Wade, II, President, Wade Advertising, Dept. SM, 20 N. Wacker Dr., Chicago 6, Ill.

Spendable Teenage Income

Survey covering 5,000 junior and senior high schoolers in 43 schools in 27 states: analysis of incomes; brand choices in many categories including automobiles, recreation items (sports equipment, records, radios, bicycles, cameras, soft drinks, etc.), watches, typewriters, pens, sewing machines. Write Don Layman, Advertising Director, Dept. SM, Scholastic Magazines, 33 W. 42nd St., New York 36, N. Y.

Eastern Oklahoma

Data on growth of this midcontinent market with 38 million people and a \$55-billion purchasing power. Detailed information about power and fuel, labor, transportation, oil and gas, minerals and chemicals, agriculture and livestock, Muskogee, Tulsa, Oklahoma City, Midland Valley. Write W. A. Carpenter, Vice President, Industrial Development, Kansas, Oklahoma and Gulf Railway Co., Dept. SM, Muskogee, Okla.



This is Captain Edgar Doudna of Wheaton, Illinois—a veteran United Airlines pilot. Like so many TOGETHER readers, Captain Doudna and his family live in a small community instead of a large city. He owns his own home. And he and his wife are active in church and

community affairs . . . While not all of TOGETHER's family heads are airline pilots—two out of three are in professional, management, or skilled occupations—a selected audience of prime prospects for what you sell.

Together

Published by The Methodist Publishing House
740 RUSH STREET • CHICAGO 11

Sales Aids from Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

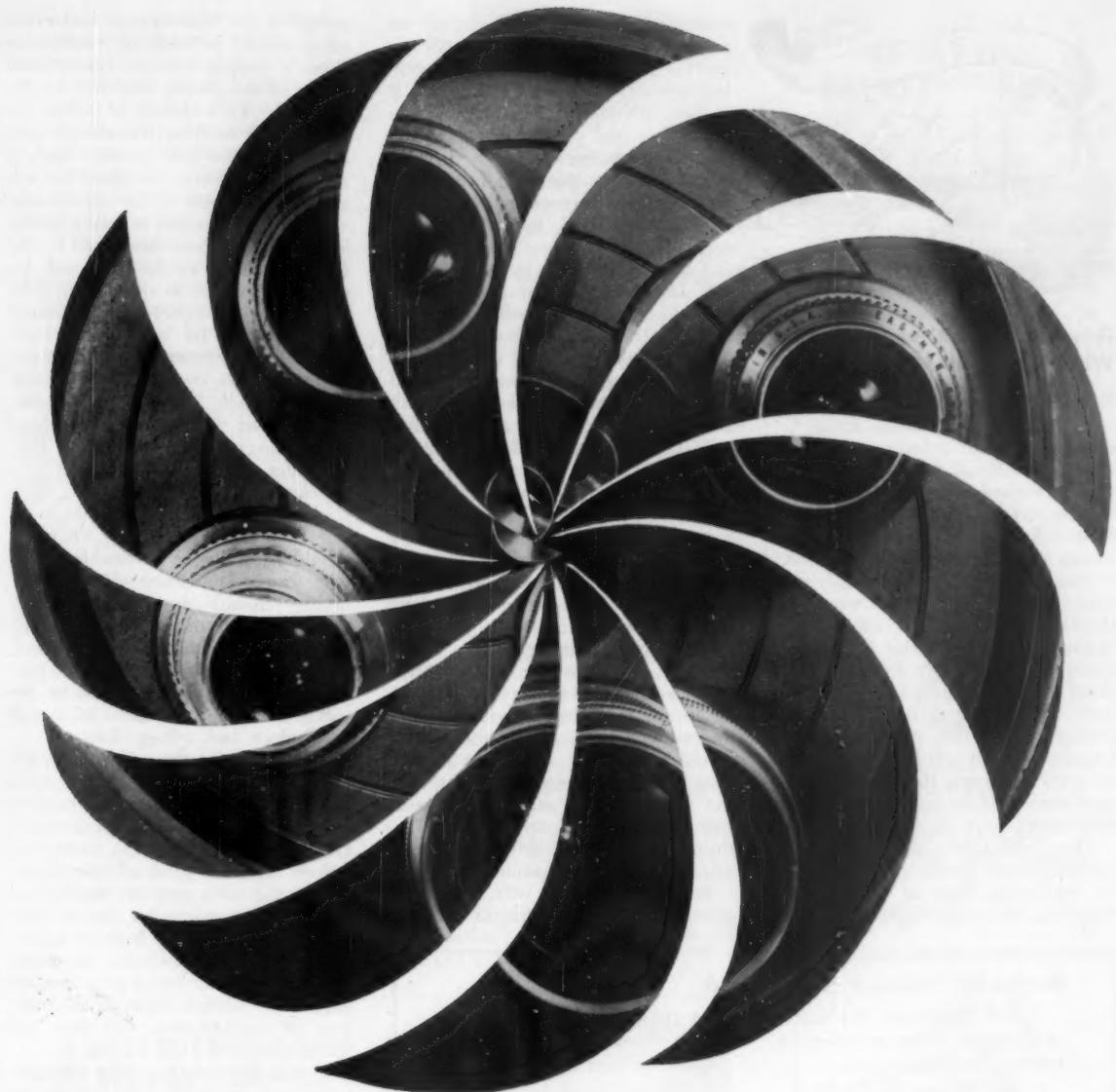
Promotion Opportunities with Kodak: Consumer premiums; dealer and sales-force incentives; employee and business gifts; awards. Eastman Kodak Co., Dept. SM, Rochester 4 N. Y.

Meeting Planning: Pocket-size booklet containing reprints of some of the most popular articles on meeting planning. Readers' Service, Dept. SM, Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa.

Invading an Unfamiliar Market: Lists in chart form all the different kinds of information you may receive from ACB reports. The Advertising Checking Bureau, Inc., Dept. SM, 18 S. Michigan Ave., Chicago 3, Ill.

Counseling Service: For business gifts, premiums, awards, incentives, prizes, anniversaries, contests. Dirlite Company of America, Inc., Dept. SM, Kokomo, Ind.

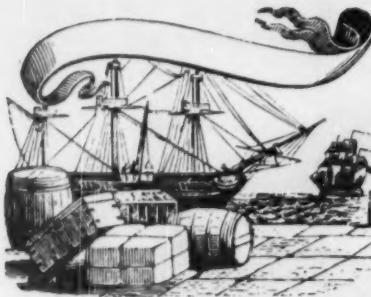
Intensive Advertising: Booklet which gets back to fundamentals, sets down the ABC's of sound advertising. The Associated Business Publications, Dept. SM, 205 E. 42nd St., New York 17, N. Y.



Talk about revolutions...

in America's daily life and you're talking about television. In one slim decade, it has transformed our leisure habits, our patterns of living, even our mores. Television is important to most Americans. And television is the only beat of TV GUIDE magazine. With color and showmanship, its pages cover the subject from alpha to omega—TV's people and problems, influence and responsibilities, successes and failures, laughs and tears. Even recipes for TV munching! Because it gives people what they want, every week more than 7 million families buy and every day some 15 million people read TV GUIDE. No wonder that this magazine is writing brilliant new success stories for major advertisers . . . and that it is experiencing an explosive upturn in advertising volume!





Anything Can Happen When You Start to Sell Abroad

(continued from page 33)

abroad; and that unfortunately, a resounding 30% of all American personnel abroad decide against continuing in their jobs and return home long before their employer recoups even a small portion of his investment.

Successful operations carefully pick sales managers and their wives for their adaptability. The wife is particularly important. Her husband is going to have plenty to occupy his mind by way of business, but she will have to organize a household in a strange country with probably no real friends, and she will be far more apt to grow unhappy than he will. In most cases it is the wife's unhappiness that causes requests for repatriation.

The availability of merchandise (clothing, baby foods, etc.), the quality and availability of doctors and hospitals, tax advantages (or disad-

vantages), and the local picture on country clubs and the like are all important factors to discuss with potential overseas assignees. Remember, it is more advisable for management to paint a factual picture and have the candidate decline the job than to oversell the beauties and luxuries of the country concerned and then have to bring him back inside of a year or two.

Further orientation by management will facilitate personal planning for the relocation. What will the climate be like? It will affect choice of clothing and furniture. What is the school situation? Are they going to have to plan on private schools or tutors? What will the length of their mission be? Most Americans don't want to live abroad forever and would like an idea of the term involved for the sake of future planning. This is a strong factor with younger people who are willing to live abroad for from, say, five to ten years but wish to be sure that they will be back home for their children's most formative years or their parents' declining years.

Upon arrival in the host country, the sales manager and his family must be aware that their actions will be under much closer scrutiny than they would be at home. It is essential that they become thoroughly familiar with the local culture and do not conspicuously violate local customs. Ensuring this proper attitude is senior management's responsibility.

Both husband and wife should be given an intensive course in the lan-

guage of the host country and every effort should be made to inculcate in them a feeling for the culture and mores of the people they will be living with. They should, of course, be encouraged to form friendships with citizens of the host country and to identify themselves, as much as possible, as members of the community.

(In this connection a very interesting project has been developed by the Committee for an International Institute, interested in developing Ellis Island as a language and cultural training center for both private business and Government personnel about to embark on overseas assignments. The Maxwell School at Syracuse, Thunderbird in Arizona, and New York University, to mention a few, also offer courses of this type.)

Selection of sales managers is a vital area. From the practical business side, the sales manager, while he should naturally be a capable leader with proper knowledge of sales techniques, should also be particularly skillful in terms of product knowledge and training techniques. He will find, in most cases, that the greatest portion of his time, initially, will be devoted to training the local sales staff in product and selling skills.

The sales manager will find his job easier if he secures as much local identification of company and product as possible. He will also find that local know-how is vital to his success or failure. Although good, advanced merchandising skills may be the United States' best product for export, they still must be tempered by local habits, customs, and procedures. In many areas, foreign marketing practices are behind the United States in their degree of sophistication, but they are catching up fast.

It will behoove the sales manager to employ as many local people as possible to help achieve his local identification, to learn about local conditions and practices, and obviously to keep his overhead down.

Firm B:

This organization decided it did not want to chance using local management in its first international operation and hence installed a full team of management from the parent company.

Shortly after assuming command of the operation, this team became a clique; language difficulties prevented easy communication with the local people; and they found that they were, themselves, their only social, as well as business, contacts in an alien situation.

No teamwork existed between

Man with 'Abroad' Background

James G. Seaman, the author of this piece, writes as though he knows what he's talking about . . . and he does. Now with McKinsey & Co., international consulting firm, he has spent considerable time in other lands concerned with marketing operations.

His initial experience in an overseas operation took place while he was stationed in the Philippines with the Army Transportation Corps where he worked with inter-island shipping.

After receiving his B.A. degree from Williams in 1950, Seaman joined W. R. Grace & Co. as an administrative assistant for domestic transportation needs and export licensing. In 1952, he was sent to Lima, Peru, to handle sales and promotion for a variety of Grace interests. He soon be-

came assistant sales manager in the paper department in Lima.

Seaman's next job with Grace took him to Puerto Rico in late 1957 as general sales manager of paper operations there.



the two nationalities; resentments developed which was especially unfortunate, since the management team, preconditioned by American work habits, agreed with itself completely on operating methods and ignored local advice (there was no strong local voice in the management group).

This, coupled with the terrible burden on overhead, soon caused this organization to fold up and go home muttering to itself that "this country just isn't ready for modern American methods yet."

Another recommendation is that the manager use a local advertising agency (or U. S. agency with office in the country of operations) to ensure that all ad programs are adapted to local needs. Material fed from the home office is rarely suitable.

Firm C:

This firm, a paint manufacturer, established a manufacturing unit abroad. Sales management, utilizing advertising layouts provided by the home office, identified themselves completely with the well-known, quality product manufactured by the parent organization in the United States.

Quality claims forced the organization into a ruinous "make good" policy and insistence on identification as a branch of the parent company caused some of its most important clients to instruct their purchasing agents to deal with "local suppliers" out

of a defensive surge of nationalism.

Years of work were required to undo the initial damage caused by this ill-conceived policy which sneered at local identification.

During his getting-acquainted phase, the sales manager should take particular pains to observe the methods of his local competition. European competitors probably will be a great deal more active and aggressive than those companies with which the U. S. sales manager is familiar, and there will be more hard-sell and less large-scale entertaining.

As has been previously mentioned, the cost of maintaining people abroad is high. U. S. personnel, then, should be kept to a minimum. This creates one important task for the sales manager—training his replacement. As soon as is practicable, the sales manager should pick out an individual to be trained as his successor. Once this has been accomplished and a local man is qualified to take over the sales management job, the original manager is freed for promotion or to repeat the organization process in other countries.

Probably the most important principles that senior management can impress on overseas sales management are these:

1. Look for differences, not similarities, and learn how to adapt to them.
2. Become part of your environment—don't try to make the environment conform to you. ♦

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(continued from page 33)

rections which will make immediate use of them."

Each of the 35 International branches is—or is becoming—an independent company, responsible for its own operations. Each builds its own operating departments in such functions as production, sales, advertising, public relations, finance and medical. Each does its own sales recruitment and training.

In different countries the training period ranges from three weeks to three months. This is followed by a month of on-the-job training, and then a six-month trial.

Detailmen usually concentrate on one product at a time and get its story across in 15 minutes. (Doctors abroad are busy too.) "In West Germany—where nearly all detailmen are doctors," Powers explains, "they make at least eight pitches a day."

Though salaries often are less than here, commissions are higher. And for this fast-growing force, it would seem, there will be even more opportunities for advancement. Area and regional (national) managers receive bonuses, beyond salaries, for achieving sales targets.

► Several times a year the five area managers fly to New York to report and discuss the "going-local" progress in their millions of square miles of this planet's map. Then they hold quarterly meetings with regional managers in their areas . . . They suggest . . . They advise . . . They coordinate.

But they don't try to tell Timbuctoo how to act. That and 100 other lands, take some skilled and specialized local planning and doing.

In New York, the branch efforts are coordinated by Pfizer International's Board and top management.

Under Conrad G. Hurlmann, administrative v-p, New York serves the areas and branches in functions ranging from new-product development and pricing, to medical policy. It advises on production, supply, personnel, finance, law and marketing. New York also sets fiscal policies and approves budgets and all capital expenditures of more than \$10,000.

"Especially for new products," Powers says, "we tell them what claims they may make. We review their advertising—afterward."

Two worldwide common denominators are detailing to doctors and medical-journal advertising. Though parent Chas. Pfizer & Co. last year started a first corporate campaign in the U.S., International will continue to be a lot of "local entities." Collectively, they now spend for advertising more than \$5 million annually. They advertise through 20 local agencies. Big international agencies enter the scheme only in parts of South America: J. Walter Thompson Co. in Brazil and Chile, and McCann-Erickson in Argentina.

Advertising-to-sales ratios, Powers explains, are "somewhat lower" abroad. (The R&D ratio to sales, as yet, is lower still.) "There's more informing through detailmen. Especially in less-developed areas, we want detailers who are educators—and propagandists."

New York stimulates "cross-fertilization of ideas" and works on special jobs or joint projects, such as Spectrum International (now published at 12 locations in 18 languages).

Government relations are handled in Washington by the board's vice chairman, Gen. J. (for Joe) Lawton Collins. In some countries, such as medically-socialized England, the Government is the major customer and Pfizer keeps on explaining: "We're a British company—employing Britons." . . . The time required to get a product registered ranges from a month in Canada, Lebanon and Thailand, to often a year or more in Venezuela, Austria and France . . . Currency and foreign exchange controls, widely differing tax laws and manufacturing and employment regulations, all help to complicate sales growth abroad.

► Since the first plant abroad was opened in Belgium in 1951, Pfizer has become a "home manufacturer," year by year, in Canada, France and Japan; in Great Britain; in Australia, Brazil, West Germany and Spain; Sweden and the Philippines; Argentina and Italy, and Chile.

Last year alone Pfizer began to produce in Ceylon, India, Mexico, Pakistan and Turkey. This year Colombia is starting operations and construction in Australia is getting under way. Local plants in Taiwan, South Africa and Sweden are being studied. In five other countries the company operates distribution centers.

Notably in 1958, Pfizer went "more native" by acquisition. While enlarging its own facilities in England, it took over Britain's Kemball, Bishop & Co., Ltd.—including fine-chemical plants in England and Canada and distribution throughout these coun-

tries, Europe and the worldwide sterling area—as well as plants of the Dumex companies in India, Ceylon and Pakistan.

All this helps Pfizer gain ground against local rivals; against U.S. manufacturers abroad; competent exporters from other countries, and the steadily growing threat of Communist Russia and all her allies and satellites.

Local rivals range from big Montecatini in Italy to Mexico's 500 pharmaceutical laboratories. Leading American contenders include Bristol Laboratories of Bristol-Myers, Lederle Laboratories of American Cyanamid, Eli Lilly, Parke-Davis, and E. R. Squibb Division of Olin Mathieson. Among foreign exporters are British and Japanese firms, the West German Hoechst-Bayer combine, Switzerland's Ciba Hoffman-LaRoche, Italy's Lepetit.

► Meanwhile, the rampant Reds are busy trying to sink their own roots from India to such new countries as Ghana and Guinea . . .

Red competition may require some special resourcefulness.

"The Soviets are concentrating," John Powers says, "on nations whose social and economic needs are almost immeasurable. Already, in Guinea, the newest independent African country, are Czech technicians, and Bulgarian, East German and Polish trade missions. Soon they will turn to others in Africa and Asia. In many ways Russia has understood much better than we the forces in ferment in these lands."

Russia is "going local" ruthlessly.

In February, Powers went to India to implement an offer, made last year, to build for the Indian Government a multi-million-dollar basic-chemical and pharmaceutical plant. He found India completing negotiations with Russia for construction of a \$60 million "state-owned complex of medicinal chemical plants." Russia would contribute \$20 million in long-term credits, at low interest, and technicians and even workmen for the construction.

Undaunted, Pfizer still is negotiating to build in India.

John McKeen shows that the Reds are even stealing Pfizer's stuff.

In Moscow last summer a vacationing New York staff member of Pfizer International "bought four Soviet-made antibiotics—penicillin, Terramycin, Aureomycin and tetracycline. Though the packaging was crude," McKeen says, "the quality of the drugs does not appear to be inferior. The Russians claim to sell them at cost—or less."

"Russian encouragement of state-owned enterprise," he emphasizes, "must be met largely by private enterprise within each newly developing country."

Since World War II, private American investment overseas has nearly trebled from about \$15 to more than \$40 billion. To give our investors "suitable incentive and reasonable risk," Pfizer endorses the Boggs bill, now before Congress, which would extend to Asia and Africa tax incentives on investments abroad, now limited to the Western Hemisphere.

John Powers is pleased to note that the International Cooperative Administration's newly launched Office of Private Enterprise will help to guarantee private investments abroad.

► International's \$100 million target had been set, in 1956, for 1961. But it was since moved up to 1959. The 16% sales gain it requires still will take some doing. Despite greatly expanded manpower and facilities, Powers told his managers, International's 12% increase in 1958, from \$77 to \$86.4 million, barely reached target:

Drastic Governmental measures to stabilize their economies caused hard going in Brazil and Argentina. The economic recession, he added, "impeded our progress in some countries of Europe and the Far East, in Canada, the Caribbean, and even to some degree in Mexico. The great moves toward political independence south of the Sahara posed new problems for our ambitious expansion program there."

Only eight countries, in fact, topped their budgets. Leaders in sales volume among Pfizer's own branches and subsidiaries were Great Britain, Mexico, Brazil, Argentina and Italy. Largest sales increases, in percentages, among Pfizer's "own family" were made by Nigeria, India, Argentina, Chile and Guatemala. (In 70 countries, including West Germany and France, Pfizer products are distributed by other companies.)

Among 1959 objectives, Powers told the managers, are:

Fuller-scale operations in less-developed areas, "such as Africa south of the Sahara, Southeast Asia and the Mediterranean basin—our first substantial research effort abroad." And with a record number of new products, "we must handle a greatly expanded line without losing the depth of impact required for each major product."

"All over the world" Pfizer's position in agricultural products and fine chemicals would be strengthened.♦

World's Animals Start to Get Pfizer's Full Sales Treatment

Probably 84% of the world's animal "population," and surely an even higher share of the world's farmers, are beyond U.S. borders.

Since 1951 the growth of the Agricultural Division of Chas. Pfizer & Co. has paralleled that of "human" pharmaceuticals in this country and of Pfizer International abroad.

Here, animal health and feed additive products have soared from zero to a \$20 million annual rate.

Abroad the "aggie" part of the International business last year reached \$11 million. This year it is expected to hit \$15 million.

Until recently J. Jerome Thompson, v-p in charge of the Agricultural Division for the parent company, confined himself to counseling John J. Powers, Jr., head of Pfizer International, in the U.S. Then Powers asked for his more active help abroad.

Last August, Jerry Thompson left all the domestic animals in the lap of his associate Hugh Dermody, and moved his family to Rome for five months.

He didn't stay in Rome. Instead he traveled through Italy and also visited Portugal, Spain, the Middle East and elsewhere, meeting farmers and those who serve them. And when he was home in Rome a lot of South Europeans, Egyptians, Israelis and others came to him to learn Pfizer's contributions to U.S. agriculture.

Abroad, Pfizer animal products now are sold in 20 countries, under ten agricultural marketing managers in branches and through five brokers. "There, as here," Thompson explains, "we sell feed producers—except in South America, where we deal with big growers direct . . . But as yet no country abroad has a 'Ralston Purina'—which last year sold five million tons of feed."

When he arrived in Italy he found eight Pfizer agricultural salesmen and some agents, supplied by the company's new Latina factory, near Rome. A preliminary marketing study had just been made.

Thompson helped to change the organizational setup, the products and labels. He wrote job descriptions, technical and sales training manuals, and a customer-selection program. He stepped up frequency of contacts; introduced sales ratings and brochure selling. He launched in Italy a six-a-year "push period" plan used in the U.S.; put the red-and-yellow "sunburst" motif into advertising to Italian farmers, and pitched "Five Fruitful Years," which he and Dermody had put to effective use on U.S. feed manufacturers.

He held meetings—first with distributors and agents and then Pfizer's own people—in Milan, Verona, Turin and Rome. He spoke in English, and an ex-Brooklyn radio script writer translated into Italian. "After a ten-hour daytime session," he says, "they wanted more in the evening." He learned that "you can't pressurize through an interpreter!"

This year, Italy's agricultural sales rate has more than doubled. And in a lot of countries—in Europe, South America, South Africa and Australia—Pfizer has stepped up agricultural advertising. Jerry Thompson believes that by 1970 "animal" sales abroad will exceed Pfizer's present International total.

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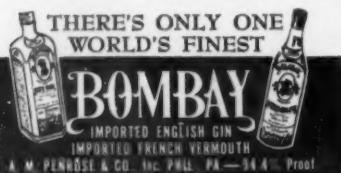
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Interview can be arranged here or in New York City. Replies held in strictest confidence.

**EXECUTIVE SHIFTS
IN THE SALES WORLD**

American Cyanamid Co. . . .

Charles G. Reiter named flake-board and special products manager, Formica Corp. subsidiary.

A-S-R Products Corp. . . .

Robert A. Skead appointed marketing coordinator.

Bigelow-Sanford Carpet Co., Inc. . . .

Robert B. Freeman appointed vice president, merchandising, marketing division. Robert B. Jennings elected vice president, products.

Braniff International Airways . . .

Robert Booth named to newly created post of manager-international sales.

Dresser Industries, Inc. . . .

Claude L. Griffin named vice president-sales, Security Engineering Division.

Schick Inc. . . .

C. Howard Pease joins Schick as vice president and general manager, Schick Service, Inc.

Scripps-Howard Newspapers . . .

Robert K. Stoltz appointed manager of new LA sales office, General Advertising Dept.

SKF Industries, Inc. . . .

George E. O'Connor appointed manager, Market Analysis.

Sofskin, Inc. . . .

Henry K. Berman appointed national sales manager.

Stahl-Meyer, Inc. . . .

Frank J. Guthrie elected vice president for domestic sales.

United States Rubber Co. . . .

John V. Drum appointed marketing manager, mechanical goods.

Ward Baking Co. . . .

Jack G. Grifo made product manager for bread.

Answers to Famous Trademarks Test

| Trademark | % Correctly Identifying* |
|---|--------------------------|
| A. Old Dutch Cleanser | 86% |
| B. Cadillac | 87 |
| C. Morton salt | 78 |
| D. Goodyear Tire & Rubber Co. | 45 |
| E. Sunshine biscuits-Krispy crackers | 12 |
| F. Pontiac | 88 |
| G. Old Grand-Dad Bourbon | 35 |
| H. RCA Victor | 91 |
| I. Four Roses whiskey | 83 |
| J. Johnnie Walker Scotch whiskey | 82 |
| K. Ballantine beer and ale | 79 |
| L. Campbell's soups | 43 |
| M. Socony Mobilgas | 74 |
| N. Borden's milk products | 90 |
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| Q. Metropolitan Life Insurance Co. | 44 |
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| V. Chesapeake & Ohio Railway Co. | 62 |
| W. Aunt Jemima pancake flour | 91 |
| X. Blue Cross-Associated Hospital Services | 53 |
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*of 136 members of The United States Trademark Association

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Arlington Aluminum Company 3

Agency: Brewer Associates

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W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager;
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Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODLAND 2-3612; (space other than publication or broadcasting accounts), M. A. Kimball Co., 2550 Beverly Boulevard, Los Angeles 57, Cal., DUNKirk 8-6178; or 681 Market St., San Francisco 5, Cal., EXbrook 2-3365.

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TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

Durable

Pleased with the service, over five years, of The Manning Public Relations Firm, New York, Lukens Steel Co. has written the contract renewal on its clad steel. This, says Lukens, is much better than an iron-clad contract. Presumably, it means Manning will be in the picture perpetually.

If you've wondered what direct benefits basic-materials producers get from mass-media programs: A year or two ago the network TV "U.S. Steel Hour" devoted a commercial to the new Mackinaw Straits bridge between upper and lower Michigan. One of the millions who were impressed was an official of the State of Illinois. USS wound up with a \$10 million order to span Illinois rivers.

Color

After listening carefully to Triangle Stations' Roger W. Clipp, TVB's Pete Cash, and assorted v-ps of RCA and NBC, I still wonder if the forthcoming "intensive national color-television promotion campaign" isn't putting cart before horse.

There'll be a lot more colorcasting: NBC now gives you "Howdy Doody" in color, and this fall Japanese TV viewers will enjoy Kraft Foods' Perry Como on color films. Ratings of color shows are said to double those of b&w, and 350 U.S. stations now are color-equipped.

But after five years of losing its colorful shirt, RCA has been joined, among setmakers, only by Admiral. Only 1% of all sets can now receive color.

With b&w-set sales declining, as their penetration of U. S. homes nears 100%, I suggest that the color clan concentrate on receiving-set obsolescence.

With five million, instead of the present less than 500,000 color sets available, advertisers would be even more color-conscious.

Broad

Among the 100 largest advertisers in eight media in 1958, only 11 bought all eight: newspapers, general magazines, farm magazines, business publications, network TV, spot TV, spot radio and outdoor.

The 11 "all-media" advertisers were three motor-makers—General Motors, Ford and Chrysler; four food producers—General Mills, Standard Brands, Corn Products and Quaker Oats; three oil refiners—Shell, Texaco and Gulf—and Union Carbide.

Carbide spent more in b.p.s than in any other medium.

Capsule

Into an 800-pound cornerstone of the new 48-story Time & Life building, New York, went 30 pounds of things to enlighten whoever opens the capsule on June 23, 2023. Included were ten magazines, including international editions, of Time, Inc., recent logs of six radio and four TV stations owned by the company; corporate reports and contracts; a directory of present personnel, and speeches by Harry Luce.

There were also original prospectuses:

For Time (1923): "People are uninformed because no publication has adapted itself to the time which busy men are able to spend on simply keeping informed."

For Life—still unnamed (1936): "To see life; to see the world; to eyewitness great events; to watch the faces of the poor and the gestures of the proud . . ."

For Fortune (1930): ". . . a magazine which shall represent business in ink and paper, word and picture as the finest skyscraper reflects it in stone and steel and architecture."

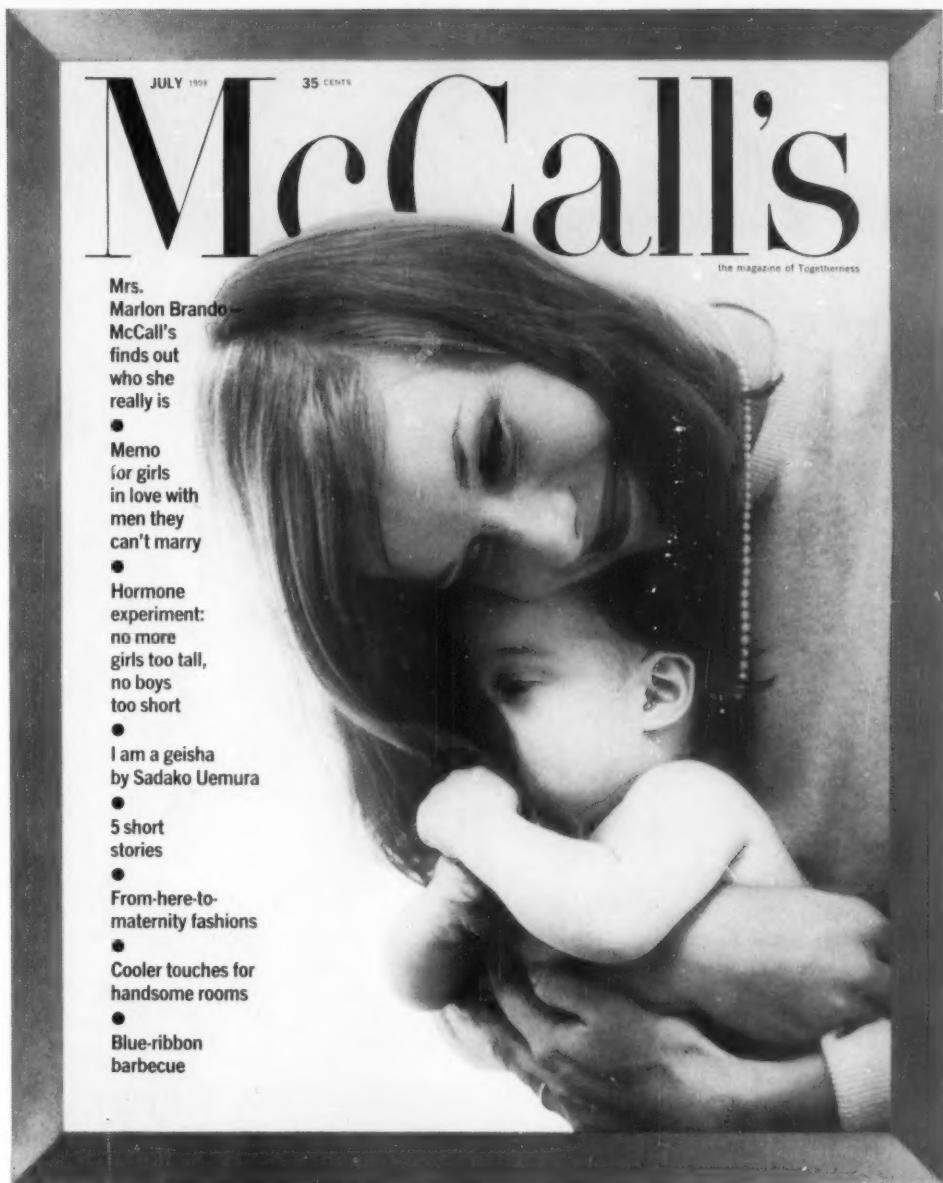
Advertisers

Service: The new Staff Supermarket Associates, Inc., New York, offers a lot of services to 200 supers. Two of the less major ones are hotel reservations and check cashing . . . **Juvenile:** Grosset & Dunlap will promote children's books on Don McNeill's "Breakfast Club" on ABC Radio . . . **Booty:** As part of a "Little Bit Better Breakfast Sweepstakes" consumer contest for Post cereals, General Foods offers dealers \$100,000 . . . **Personal:** The ideal product should mean all things to all customers: Prince Matchabelli's Wind Song perfume "diffuses differently on each woman who wears it" . . . **Family:** My favorites among all the items being shown at Ford's American Road Show, at shopping centers, are: Abercrombie & Fitch's catnip scratching post; Flexport pet door of Turen, Inc., Danvers, Mass., and a powered Model T for kids, made by Arnold-Dain Corp., Mahopac, N. Y.

Media

Most Likely: Once CBS made a survey in which CBS failed to emerge first. The results were not published . . . Such is not so in separate studies by Dr. Dichter's Institute for Motivational Research and McCann-Erickson's Market Planning Corp. In both N. Y. and L. A. (seven TV-station markets) the CBS "image" was found to mean "authority, prestige and confidence."

Turn: MPA learns that "magazines should end 1959 with a gross advertising revenue averaging 11% and gross circulation revenue almost 12% better than that for 1958." In ad lineage thus far this year, half the weeklies, half the shelter books and three fourths of the women's magazines are ahead.



WHY THIS ISSUE OF McCALL'S CONTAINS 21 PERCENT MORE ADVERTISING THAN A YEAR AGO

First of all, most of all, it is wonderful to read. Its short stories are the best popular stories published. Its articles are deeply human, deeply personal, enormously alive. Its coverage of medicine and movies, music and marriage, books and television, is thorough—and feminine. Its art presentation has a dramatic dimension.

Its service pages—food, fashion, equipment, personal beauty, decorating—are the most professionally done. Everybody in the business now seems to say so.

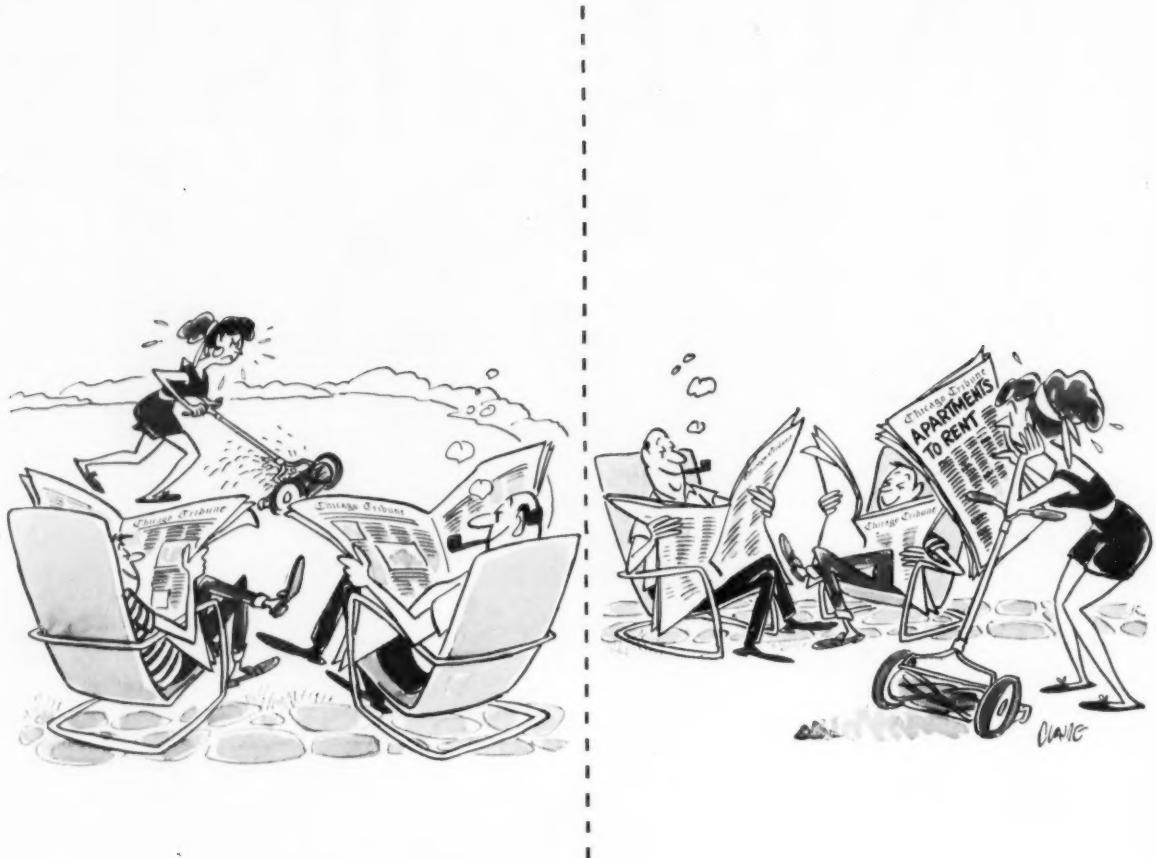
Its recent book condensations—the Groucho Marx autobiography, for example, and Fred Astaire's—are merely forerunners of literary events in the offing. As another example,

the extraordinary memoirs of one of the most important and controversial men of our century (publication awaiting only the necessary government clearance).

This current issue of McCall's carries 21 percent more advertising lineage than a year ago because advertisers are very much aware of what is happening in the women's field.

NO CHARGE FOR BLEED. Effective with McCall's October issue, the 10% bleed charge for black-and-white or four-color advertising will be eliminated. This gives McCall's the lowest cost per thousand for bleed advertising in the women's field.

CIRCULATION HIGHEST IN McCALL'S 89-YEAR HISTORY... NOW MORE THAN 5,400,000



More readers more advertising-
THE TRIBUNE GETS 'EM IN CHICAGO!

The Tribune sells nearly 900,000 copies daily, 1,250,000 on Sundays—over one and a half times the circulation of any other Chicago paper. It is read by more families in Chicago and suburbs than the top 5 national weekly magazines combined. More than 6 times as many Chicagoans turn its pages as turn on the average evening TV

show! Advertisers spent over \$60,000,000 in the Tribune last year—more than in all other Chicago papers put together. Unmatched, also, is the Tribune's record of advertising results. It out-pulls other Chicago papers 3 to one, 4 to one, even 15 to one—evidence of a selling FORCE which is uniquely the Tribune's in Chicago!

